



Fostering Students' Entrepreneurial Competencies in Higher Education with Design Sprints

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<p>Specialised Entrepreneurship programs for students continue to emerge, and thus it seems that entrepreneurship education is now a fundamental part of the overall curriculum that Universities offer. The main aim of this bachelor's thesis is to explore how design sprints in higher education Institutions (HEI's) can encourage learners to be more entrepreneurial. Through inductive action research, this thesis tries to understand how the design sprint can be adopted by Universities of Applied Sciences to teach entrepreneurship. This thesis draws on promising but marginal examples of entrepreneurial education in HEI's where students learn through creating real-life value for stakeholders outside their program, in what is known as <i>Value Creation Pedagogy</i>. The study asks firstly how a design sprint enables students to create value for external stakeholders, and secondly, how students perceive creating value for others through a design sprint in an educational setting. During the five-day design sprint, twenty-two students record daily diary entries. The objective is for participants to record, in as much detail as possible, their own behaviour with the aim of developing a narrative account of that behaviour. The results show that as a methodology, the Design Sprint aligns with the approach of "teaching <i>through</i> entrepreneurship", whereby students go through an actual day-to-day entrepreneurial learning process. Therefore, the design sprint can be classified firstly as a form of action-based entrepreneurial education, and secondly as a means of value creation outside the creators (students) and coaches (teachers). Finally, based on the participants' diary responses, future approaches and research may require a combination of teaching <i>about</i> and <i>through</i> entrepreneurship in the weeks prior to the design sprint, for students to have a better general understanding of the phenomenon to feel more at ease during the five-day sprint.</p>	
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1 INTRODUCTION

Infusing entrepreneurship into education has been high on the political agenda the last few decades (OECD, 2011). Rapid changes in the labour market as well as globalisation and the development of the information society have made the operational environment of higher education institutions (HEIs) more complex. In response to this growing demand, schools and universities worldwide have emerged with courses, programmes and fields of study. Incubators, accelerators, and regional ecosystems continue to emerge with the goal to support and increase entrepreneurial activity. Yet, from a theoretical and methodological perspective, the growing entrepreneurship education literature demonstrates a significant gap exists in our understanding of entrepreneurship education (Fayolle, 2018).

1.1 Background and Relevance

Specialised Entrepreneurship programs continue to emerge, and thus it seems that entrepreneurship education is now a fundamental part of the overall curriculum that HEIs offer (McMullen, 2019; Kuckertz, 2021). The introduction of *Entrepreneurship Education*, whereby the objective is to encourage students to create new ventures, was prevalent in the early 2000's (McMullen, 2019). However, more recently there has been a shift in focus towards a broader concept, namely *Entrepreneurial Education (EE)*, which emphasises a way of thinking and behaving (Hahn et al., 2017). Whilst, the former narrow definition of *entrepreneurship*, viewed as starting a company and becoming an entrepreneur, has been common in education and its related research, the broader definition of EE is increasingly articulated focusing on personal development, creativity, self-efficacy, initiative-taking, proactiveness and perseverance, i.e. becoming more *entrepreneurial* (Lackéus, 2015; Mahieu, 2006).

Therefore, the role of EE today is not only to support the development of entrepreneurs who found their own ventures, but also to increase students' employability and entrepreneurial thinking on the whole (European Commission, 2018). Successful entrepreneurs deliver the promise of entrepreneurship such as a generation of employment and implementation of innovation (OECD, 2017). Nowadays, this broader view of 'learning through entrepreneurship', where entrepreneurial processes are embedded into existing

curriculum structures for the purpose of making people more entrepreneurial, is arguably more relevant to all students and is often advocated by policy-makers.

1.2 Focus and Motivation

This thesis draws on promising but marginal examples of entrepreneurial education in HEI's where students learn through creating real-life value for stakeholders outside their program (see Lackéus, 2016, 2015; Lackéus and Williams Middleton, 2015). Universities of Applied Science (UAS) in Finland have explored and developed EE programs to foster student's entrepreneurial skills. For instance, Studio LAB Learning (see HEIKKINEN, n.d.).

In the face of the importance of entrepreneurial skills and value creation nowadays, it comes as a surprise that literature about individual design thinking processes, mainly design sprints (DS), and the application in higher education classrooms is rather underrepresented. Thus, this thesis is motivated by the importance of value creation by students and a lack of insights into the application of DS as a pedagogic process.

1.3 Aim and Research Questions

The main aim of this bachelor's thesis is to explore how design sprints in higher education can encourage learners to be more entrepreneurial. Through inductive action research, this thesis tries to understand how the design sprint can be applied in UAS drawing motivation from Lackéus' (2016) model of *Value Creation Pedagogy*. The topic poses the following supplementary research questions (RQ):

- RQ1: How does a design sprint enable students to create value for external stakeholders?
- RQ2: How do students perceive creating value for others through a design sprint in an educational setting?

2 THEORETICAL FRAMEWORK

2.1 Entrepreneurship

The role of the entrepreneur in economic theory dates back to the early 1940s. According to Schumpeter (1934), who is credited as shaping the contemporary meaning of entrepreneurship, it is about identifying opportunities, creatively breaking patterns, taking and managing risk, and organising and co-ordinating resources. It is important to note that Schumpeter was referring to a process – one of acting in an entrepreneurial way – not to a person. It wasn't until the 1970s that connotations of the term 'entrepreneur' began to shift from “notions of greed, exploitation, selfishness and disloyalty to creativity, job creation, profitability, innovativeness and generosity” (Vesper and Gartner, 1997, p. 406). Up until this time, very few educational institutions, i.e. business schools, offered courses in entrepreneurship (Vesper and Gartner, 1997).

Table 1. Evolution of term 'Entrepreneurship'

Author	Definition
Schumpeter (1934)	Entrepreneurship is seen as new combinations including the doing of new things or of the doing of things that are already being done in a new way. New combinations include (1) introduction of new good, (2) new method of production, (3) opening of a new market, (4) new source of supply, (5) new organizations.
Gartner (1968)	Entrepreneurship is the creation of organisations, the process by which new organisations come into existence.
Morris (1998)	Entrepreneurship is the process through which individuals and teams create value by bringing together unique packages of resource inputs to exploit opportunities in the environment.
Shane and Venkataraman (2000)	The identification, evaluation, and exploitation of opportunities.

Shane and Venkataraman (2000) define entrepreneurship as “the identification, evaluation, and exploitation of opportunities” and this is still the most prevalent definition today. It captures the idea that entrepreneurship is a phenomenon that manifests itself throughout the economy, in many different forms with many different outcomes. Such outcomes are not always related to increasing wealth, for instance, they may be related to increasing employment, tackling inequalities or environment issues. In so, entrepreneurship must take consideration of the origin of initial resource strengths, and how they

contribute to, or determine, value-creating activities (Brush et al., 2002). Thus, the question is no longer can an individual master the process of entrepreneurship, but rather how an individual become entrepreneurial, create opportunities for value, and act on them.

2.2 Entrepreneurial Education

Johnson (1988) categorises Entrepreneurship Education into three approaches of teaching *about*, *for*, and *through* entrepreneurship. Teaching *about* entrepreneurship involves a content-laden and theoretical approach aiming to give a general understanding of the phenomenon (Lackéus, 2015). Entrepreneurship is seen as a research discipline within the university and focuses on individuals who are intellectually motivated to understand entrepreneurship via lectures & class discussions. Teaching *for* entrepreneurship adopts an occupationally oriented approach aimed at equipping fledging entrepreneurs as “the goal in this case is for individuals to acquire both the knowledge base and the skills needed to start, develop and grow one or several successful businesses” (Heinonen and Hytti, 2010, p. 286).

In both cases it is assumed that the university curriculum will positively influence attitudes towards entrepreneurship and provide fledging entrepreneurs with the skills to excel in the field (Hannon, 2005). However, they are relevant primarily to a niche of students in higher levels of education and represent a narrow definition of entrepreneurship as starting a company and becoming an entrepreneur (Mahieu, 2006). In practice, the most widespread pedagogical approaches are theoretical, traditional and passive lectures, business plan creation, guest speakers and class discussions, despite the fact that most scholars agree that more action based pedagogical approaches are the most suitable for entrepreneurial education (Mwasalwiba, 2010).

The third approach, teaching *through* entrepreneurship, is a process whereby an experiential approach where students go through an actual entrepreneurial learning process (Kyrö, 2005). This is what Neck, Greene and Brush (2014), describe in their actionable theory:

In order to *learn* entrepreneurship, one must *do* entrepreneurship. Our position, however, is that doing entrepreneurship does not exclude theory. On the contrary, effective *doing* of entrepreneurship requires

a set of practices that are grounded in theory. The students, however, do not see the theory – it is invisible and hidden in the practice. (Neck et al., 2014, p. 9)

In this approach, the development of entrepreneurial skills and behaviour are considered of higher importance than students obtaining explicit theoretical knowledge, given the changes in working life, and work in the future will require more entrepreneurial characteristics than it has today. This approach often draws on a wider definition of entrepreneurship including not only individuals starting companies but also anyone creating financial, cultural or social value (Moberg et al., 2014). Here, the focus is on personal development, creativity, self-reliance, initiative taking, action orientation, i.e. becoming entrepreneurial (Mahieu, 2006). Such approach can thus be relevant to all students across a range of educational programs in what Lackéus (2015) refers to as *Entrepreneurial Education* which underpins his work on *value creation pedagogy*.

2.3 Venture vs. Value Creation Pedagogy

When one is teaching entrepreneurship, the question arises, what will the students be doing during the entrepreneurial learning process and who will they be doing it for? A key commonality of the action-based approaches detailed above (teaching *for* and *through* entrepreneurship) is the focus on providing means for individuals to attempt to create a form of ‘value’ to external stakeholders in cycles of testing and inquiry.

Lackéus (2016) describes three primary kinds of value as follows: *Economic value creation* as primarily self-oriented attempts to create value for oneself by delivering what others want. In entrepreneurship literature this is the most common view of value creation (Korsgaard and Anderson, 2011). However, this can also extend to creating wealth for others. *Social value creation* as a focused on increasing others well-being or relieving their suffering. This parallels to social entrepreneurship, a major theme in entrepreneurship research (Tan et al., 2005). *Cultural value creation* as a wholistic view to value creation, culturally or in relation to collective values such as fairness, ecology, equality and the common good.

As a pedagogy, *value creation* is when teachers let their students learn by applying their competencies (future or existing) to create something of value to at least one external stakeholder outside their own group, class or school. The value that the student creates for someone else is not limited to starting a new venture or business, it can be economic, social or cultural (Lackéus, 2016). The value takes the form of learning artifacts, the

resulting object or service created by students during the course of instruction.

However, a distinction must be made between *value creation approaches* and *venture creation approaches* in entrepreneurship education (see Fig. 1). Ollila and Williams Middleton (2011) describe the primary focus of a venture creation approach as the development of new ventures from within the walls of university and educational settings. Learning is facilitated through an integrated environment consisting of education and incubation, resulting in the development of both entrepreneurs and ventures. That is, students attempting to create real-life ventures in collaboration with incubators, accelerators and regional ecosystems continue with the goal to support and increase entrepreneurial activity. Learning outcomes emerge from the real experiences in both problem- and solutions-oriented ways as students work towards the creation of new ventures. (Lackéus and Williams Middleton, 2015).

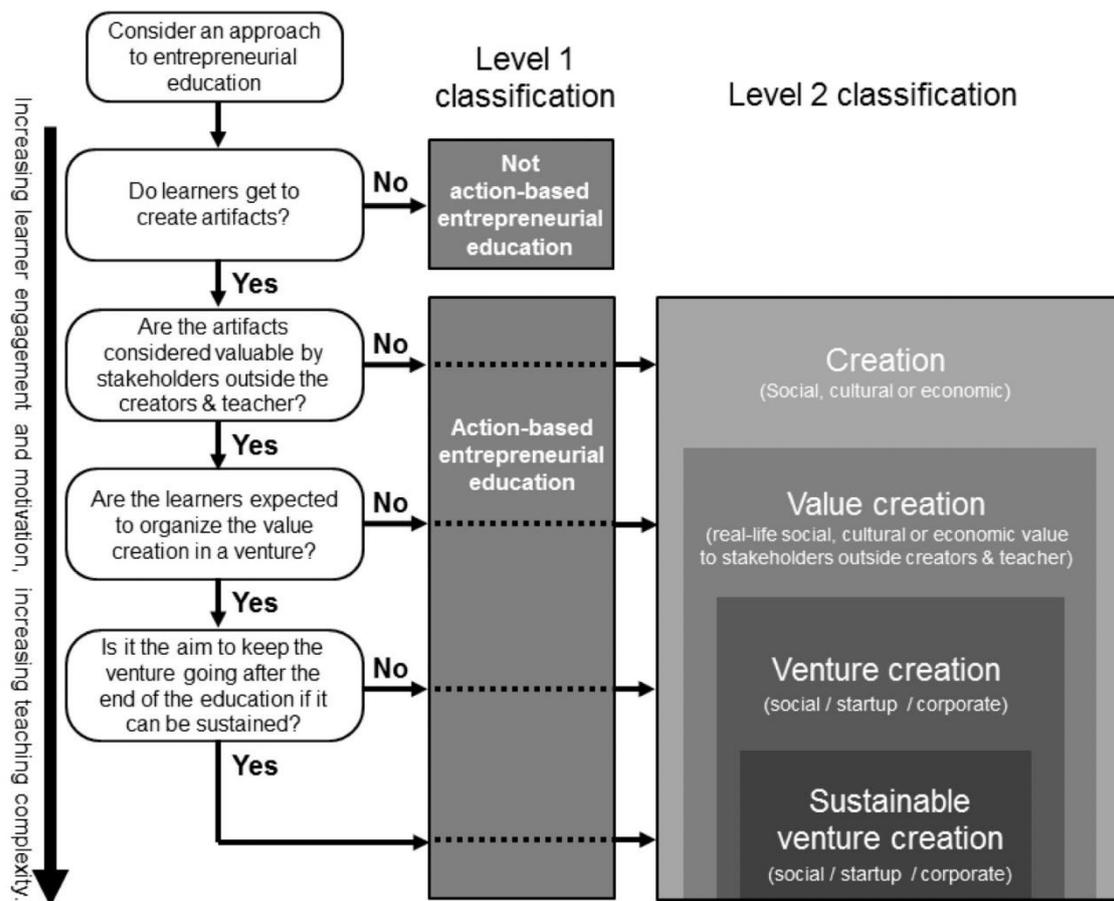


Figure 1. Classification of action-based entrepreneurial education. Four types of action-based pedagogy, a question scheme and some examples of pedagogical approaches (Lackéus, 2013).

2.4 Design thinking

Design thinking (DT) as an approach to innovations and business challenges, is currently attracting a considerably amount of interest in both researchers and managerial practice (Engberts and Borgman, 2018). According to Brown (2008), DT is understood as a strategic thinking process, able to create ideas early in the development of the solution using the principles of design to create solutions beyond physical products. Although the concept is not recent, the term became popular when a technique using its concepts was adapted to the field of administration by David M. Kelley, founder of the American company IDEO (Brown, 2008). There is no consensus of compellation and order of the phases of DT. IDEO identifies three phrases: inspiration, ideation, and implementation, while the d.school at Stanford uses a five-phrase approach: empathise, define, ideate, prototype and test. Stickdorn and Schneider (2011) surmise that all design thinking models share four common themes:

1. *Exploration*: Search for the characterization of the organizational culture and the universe of the problem based on the stakeholder's perspective. This can be done through surveys, interviews with experts and stakeholders, or through other techniques that help to understand the problem.
2. *Creation*: Seeks to consolidate the information collected in the initial phase through brainstorming, exploring as many errors as possible.
3. *Ideation*: Generates prototypes to be tested with stakeholders and experts for feedback to improve them. This is an iterative cycle that continues until the prototype matches the needs of stakeholders.
4. *Prototyping*: Addresses the changes that is necessary to implement a new service, where they are tracked and treated quickly and creatively.

In the field of education, Neck and Greene (2011) credit Simon's (1996) work for laying the foundation for the integration of design thinking into business courses. They, like Simon, observe that while entrepreneurship is an applied discipline, it is more often than not taught and researched as if it was a natural science. They argue that entrepreneurs require skills in "observation, synthesis, searching and generating alternatives, critical thinking, feedback, visual representation, creativity, problem-solving and value

creation” (2011, p. 65). Neck, Greene, and Brush (2014) later argue that design thinking can attend to development of such skills on a cognitive level:

From a cognitive perspective, design thinking requires inductive reasoning (what is) and deductive reasoning (what should be), and introduces the lesser-known abductive reasoning (what might be) (Dune and Martin, 2006). Entrepreneurship students, through traditional management education, are generally strong on inductive and inductive but have little practice in developing their adductive reasoning skills – the essence of design thinking and ultimately a prime tool for opportunity creation and/or identification (Neck et al., 2014, pp. 46–47).

For teachers, design thinking represents yet another field where an emerging set of practices, tools and methods could be transferred and contextualized to an educational setting, supporting student learning and creativity (Lackéus, 2015). There is recent evidence that education institutions have adapted to phases of DT into entrepreneurial education. For instance, Huq & Gilbert (2017) describe how an adaption of IDEO’s design thinking model has underpinned the development of social entrepreneurship courses, using the phases: discover, define, develop and deliver, in which problem-based learning was matched to design thinking tools such as rapid prototyping, proof of concept via co-design, service blueprinting and role-play to enhance students’ capacity to think analytically, intuitively and divergently.

2.5 Design Sprint

Based on the principles of design thinking (DT), design sprint (DS) is a “unique five-day process for answering crucial questions through prototyping and testing ideas with customers. It’s a ‘greatest hits’ of business strategy, innovation, behavioral science, design and more – packaged into a step-by-step process that any team can use” (Knapp et al., 2016, p. 9). In his work on Gmail’s priority mailbox projects and a video conference that would later become Google Hangouts and nowadays Google Meets, Knapp et al. (2016) noticed that focusing on individual work, taking time to prototype and working with a strict deadline brought much better results than his traditional workshops previously used.

Therefore, DS proposes a model of formation of the structure and the profiles of the members for each role, each task having a predetermined proposed time of execution understood as ideal. The format of a DS gives teams a way to focus the attention of the team on a very specific problem. The exercises embedded in the five phases are designed to reduce politics, increase collaboration across functions and put the focus on

answers (outcomes) and not just assets (outputs) (Mendonça de Sá Araújo et al., 2019). The challenge, in this case, was to bring to the business environment a tool that would allow individuals to extract these best ideas (Banfield et al. 2015; Knapp et al. 2016). From a business perspective, DS is a well-planned process, comprised of steps and tools to get creative solutions and test them with end users that begins with the preparation of the environment, choosing the right challenge and the right team, with the separation of five days of the calendar and a physical or online space.

In our proposed educational application of the DS, students learn by applying their competencies to create artifacts (something of value) to at least one external stakeholder outside their own group, class or the university itself. At the start of the DS the class are provided a problem to solve in groups by a company or organization. The learners are not expected to organize the value creation into a new business venture. Therefore, the DS can be classified firstly as a form of action-based entrepreneurial education, and secondly as a means of value creation outside the creators (students) and coaches (teachers) (see *Fig. 2*).

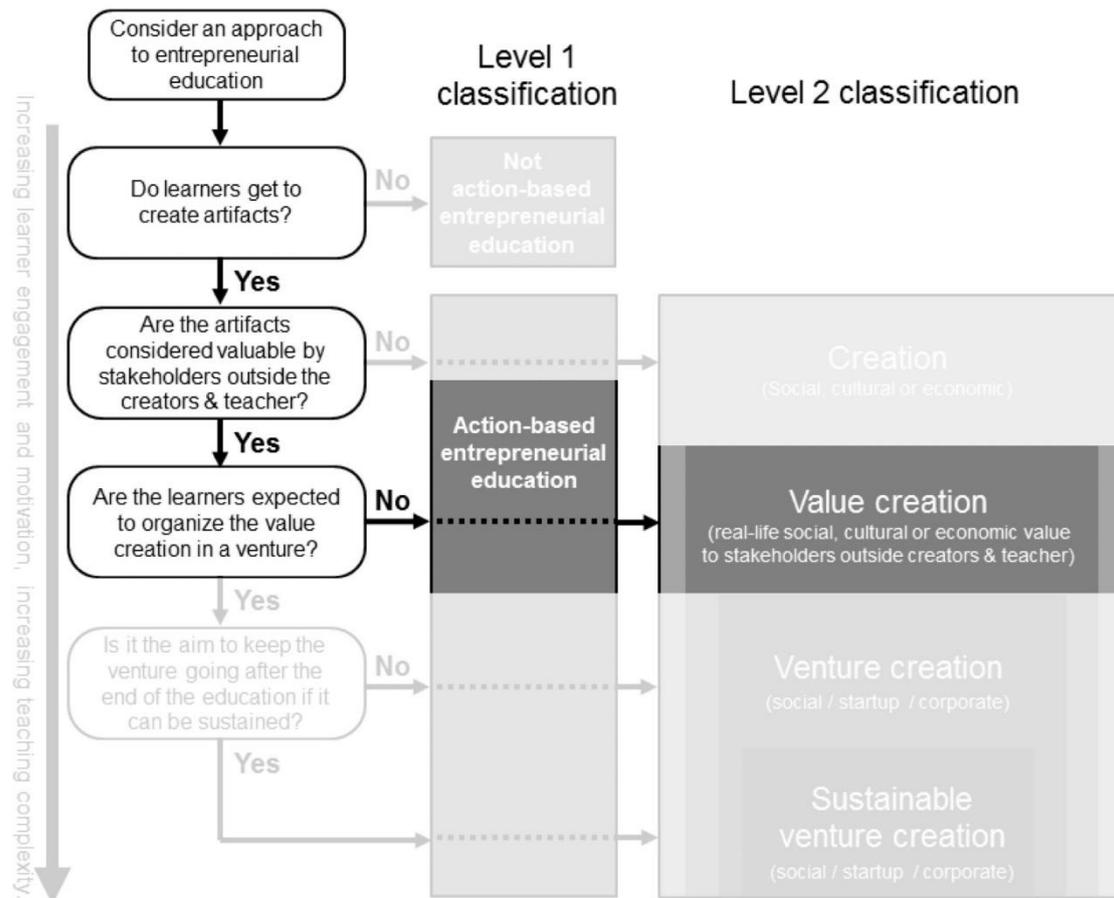


Figure 2. Evaluation of the design sprint as a pedagogical approach through the classification of action-based entrepreneurial education. (Lackeus, 2013).

The DS model was applied in a classroom setting during the SPRINTINHEL event. Teaching staff as ‘coaches’ were present in the room. Instruction on what a Design Sprint is and how it works was given to students because the goal was to find out how effective DS was for them use in an educational setting. This is in line with Neck, Greene and Brush’s (2014, p. 9) ‘actionable theory’ whereby *learning* and *doing* entrepreneurship requires a set of practices that are grounded in theory. However, from the student’s perspective, the theory is invisible and hidden in the practice. Hence, the development of entrepreneurial skills and behaviour were considered of higher importance than students obtaining explicit theoretical knowledge of why and how a DS is entrepreneurial.

For this study, the teachers selected the most representative tools for each step defined by Design Sprint (see Fig. 3). The detailed agenda is presented below.

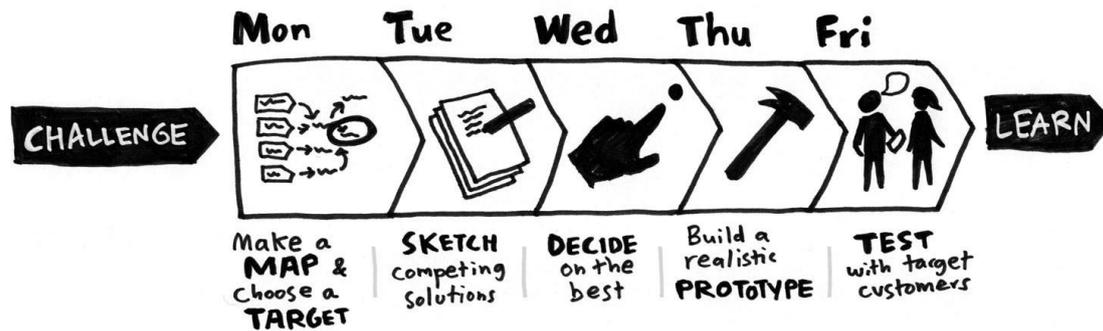


Figure 3. Design sprint procedure: how to solve big problems and test new ideas in just five days (Knapp et al., 2016)

3 METHOD

Social science in general and educational research in particular suffer from a divide between objective and subjective research philosophies (Pring, 2004). A rigorous and allegedly objective search for “truth” and general laws through quantitative surveys and systematic observation is often put against a qualitative examination of the subjective viewpoints that individuals express when trying to make sense of their own unique and context dependent experience (Lackéus, 2015). The proposed research design in this thesis is based on the latter; a qualitative approach through action research resulting in a set of participant diary entries for examination.

Research Overview

An exploratory case study (Creswell, 2008) was used to explore in detail the “real-world” activity of design sprint that had a limited number of participants. The study was bound by time, and a daily, structured diary data collection procedure was used. The main focus of the study was to investigate the effectiveness of the overall approach to help overcome the barriers faced by students. The perspective and experience of the participants in the learning process was of central concern.

The collection of data was conducted over 5 days. The participants were a group of 22 students taking part in a design sprint. In the cohort, 6 participants had prior design sprint experience. Student diary entries were used as the primary qualitative data collection instrument.

A purposeful sample was taken of students who had enrolled in the 2021 SprintiInHel course. This sampling strategy was employed to enable the researcher to document diverse variations and identify common patterns (Creswell, 2007). There was prolonged engagement and persistent diary documentation by participants during the five-day sprint, which helped provide the researcher with time to make decisions about what was salient to the study, relevant to the purpose of the study, and of interest for focus. All participants were older than 18 years and signed an informed consent form for data collection, and appropriate ethical approval for the study was obtained.

In preparation for analysis, the data was organised into files using Delve analysis tool. The data were coded whereby each diary entry was broken down into snippets labelled by THEME and code (see *Table 3*).

3.1 Approach to Action Research

Action research is when a researcher combines active participation in changing an organization to the better with using insights generated to add to scientific knowledge (Coghlan and Shani, 2014). According to Bryman (2016), the researcher can take part in the process as a full member of the organization or as a close collaboration partner to key change agents inside the organization. The insider status of the researcher on this occasion provides more natural access to data and allows for articulation of generalizable knowledge emerging from experience. However, it is imperative to show how data collection was compiled, how theory and action informed each other, and how assumptions and interpretations continuously were tested throughout the project (Coghlan and Shani, 2014).

Whilst action research is sometimes dismissed by academics for lacking rigor and being too partisan in approach, it is advocated by others because of its commitment to involving people in uncovering solutions to problems rather than imposing solutions to a pre-defined problem on the participants (Bryman, 2016). The aim of the qualitative methodologies used within this study, as described by Vaismoradi et al. (2016), are to contribute to the description and interpretation of complex phenomena rather than purely verifying earlier conclusions of theories. Such knowledge generation is often unavailable to outsiders due to its tacit, segmented and complex nature (Brannick and Coghlan, 2007).

Table 2. Comparison of traditional research and action research for teachers (Mills, 2017)

What?	Traditional Research	Action Research
Who?	Conducted by university professors, scholars, and graduate students on experimental and control groups.	Conducted by teachers and educators on students in an educational setting.
Where?	In environments where variables can be controlled.	In universities, schools and classrooms.
How?	Using mostly quantitative methods to show, to some predetermined degree of statistical significance, a cause-effect relationship between variables,	Using mostly qualitative methods to describe what is happening and to understand the effects of an educational intervention.
Why?	To report and publish conclusions that can be generalised to larger populations.	To take action and effect positive educational change in the specific environment that was studied.

In a HEI setting, action research uses qualitative methods describe what is happening and to understand the effects of an educational intervention (Norton, 2019). According to Pring (2004), action research is particularly suitable in educational research since it takes into account the beliefs and values held by the practicing teachers testing a hypothesized set of new design principles. As the researcher, I brought two levels of experience to the study. Firstly, my ten years as an English teacher in Adult education settings which provided a frame of reference for understanding the activities and conversations in a particular practice-based way. My understanding and experience of the process of pedagogical and curricula (re)design. Secondly, as a current university student, I was able to interview my peers to gain deeper insight into the student learning experience.

3.2 Diaries in education research

In action research studies, diary participants may be stakeholders and the results from the diary entries can be used as a means of conscious raising and subsequently develop a plan for a program change. The method is useful for teachers to understand the learning process, and for learners to ‘vent’ frustrations and develop self-awareness of their own learning, and for communication between teachers and learners, including providing a means for students to show teachers evidence of their learning (Bailey, 1991). The self-reflective style of documentation can help students and teachers identify points of struggle in a more evidence-based manner and help those who study education to better understand the learning process (Sá, 2002).

Sampling

Contextualizing phenomena is a hallmark of qualitative design, so a thorough description of the sample is essential. The diary research sample in this study were not randomly selected to be representative of a population, but rather were purposefully or conceptually selected due to their prospects from documenting certain experiences. The researcher identified a research question that then determined the type of diary participants who would be best at generating the diary entries - the course participants. Participants were selected because they would contribute in essential or at least desirable ways as they had:

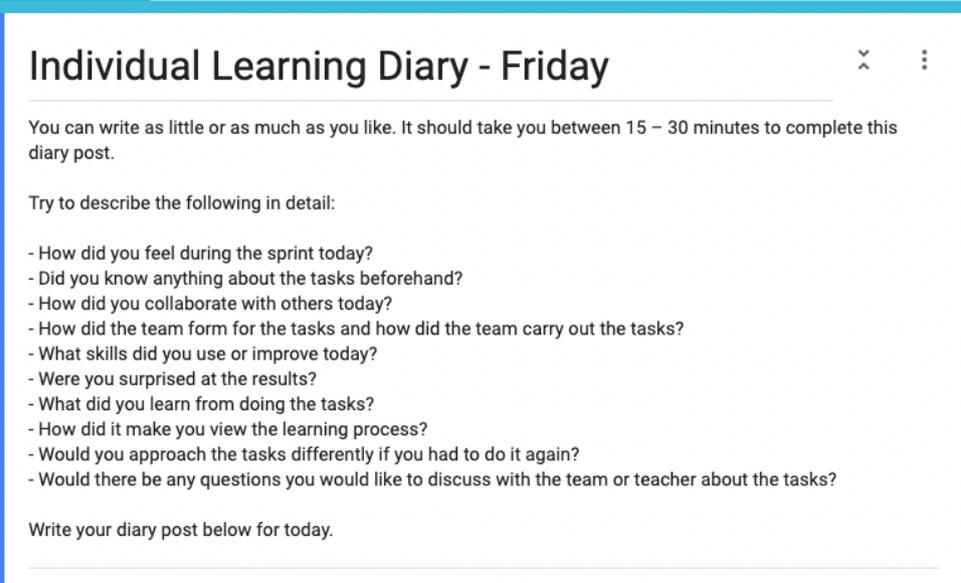
- experience of interest while taking part in the study to be able to write about it.
- the capacity to self-reflect on that experience at the end of each day.
- the ability to thoughtfully write about their experiences.
- openness to and trust in the researcher and their process and it was made explicit that the diary was an independent study and would not impact the grading of their design sprint.

In a sense, the participants were characterised as ‘informants’ who reported daily on their experience to the researcher who commenced the study. Studies in which diary entries are submitted regularly and in which there is constant regular contact with the researcher encourage greater participation and retention of participants. All diary entries will be conducted in English to facilitate cross-site comparisons, so respondents need to be selected partly based on language proficiency. Note, students had the opportunity to opt out of study and still partake in the design sprint.

Structured vs. Unstructured Diaries

Structured diaries are often viewed as more efficient, and they are a far more common format in contemporary diary research. Structured diaries standardize the way participants report on the event, with dedicated sections of the entry within which the experience is dissected into focused information that the researcher pre-determined to be important. The structured diary form therefore has the look of a more sterile intake survey from rather than the nostalgic look of one's private “Dear Diary”. The structure and

wording of a diary form itself is essential to getting the best data. The researcher can decide to indicate to the respondents whether they should take a moral or instrumental approach to responses. Diary entry schedules are predetermined using taxonomies developed from known theory. The aim is for participants to record, in as much detail, as possible, their own behaviour with the aim of developing a narrative account of that behaviour (Foddy, 1994). Therefore, the researcher elected to specify a response framework for respondents (see Fig 4).



Individual Learning Diary - Friday

You can write as little or as much as you like. It should take you between 15 – 30 minutes to complete this diary post.

Try to describe the following in detail:

- How did you feel during the sprint today?
- Did you know anything about the tasks beforehand?
- How did you collaborate with others today?
- How did the team form for the tasks and how did the team carry out the tasks?
- What skills did you use or improve today?
- Were you surprised at the results?
- What did you learn from doing the tasks?
- How did it make you view the learning process?
- Would you approach the tasks differently if you had to do it again?
- Would there be any questions you would like to discuss with the team or teacher about the tasks?

Write your diary post below for today.

Figure 4- Instructions provided for participants' diary entries each day.

3.2.1 data collection

As a general rule, studies with a greater emphasis on life-narrative and meaning making are designed with longer time spans between entries – such data collection can span over the period of years. In contrast, studies with a greater interest in the specificities of immediate experiences are designed with more on-the-spot entries. Because of the well-known custom of writing a journal entry as a day's end reflection, solicited diary entries are often designed with the assumption that they will be registered at day's end and is logical if a daily reflection on some aspect of the day's events is required (Hyers, 2021). This study follows the latter approach as a design sprint lasts only 5 days.

The mechanical act of making an online diary entry is essentially the same as the mechanical act of any other internet activity, which makes switching from those other ac-

tivities to write a diary entry convenient, and even more so if the online diary entry can be embedded within the website or online activity itself (Clark & Gruba, 2010). Further, privately posted online diaries offer an easier mode for participants who can access the internet to submit entries (Boynton & Richman, 2014). Participants can access the diary form through Google Forms daily and write at as much length as they wish in their own time. The posts are then accessible and downloadable by researcher only.

3.2.2 data analysis

Phase 1: Familiarizing data

The familiarization stage occurs in an ongoing fashion, as entries are completed by students on a daily basis. The sample size also allows for the researcher to review the background information (prior studies, entrepreneurial experience, and group) for each participant to contextualize the diary entries and attend to them in chronologic order. Each diary entree is downloaded as a CSV. and then uploaded to Delve Tool ready for coding.

Phase 2: Generating initial themes & codes

This stage involves perusing the data and beginning to look for events of interest, units of meaning, patterns or unusual events (Braun and Clarke, 2006). To assist with the coding process, the entrepreneurial competencies framework is applied. Thus, summative coding analysis is applied whereby the coding keywords are derived from and informed by existing literature before the data analysis. The entrepreneurial competencies framework was constructed by Fisher et al. (2008), and elaborated based on various sources (Lackeus, 2014; Moberg, 2014a; Moberg et al., 2014). The relationship between different aspects of entrepreneurial skills is specified, which is important in order to achieve reliable coding. In such an approach, consistency in coding is the focus, not a claim to having outlined a “perfect” model of entrepreneurial skills.

During the selection of themes, there is an emphasis on the most relevant aspects of what students are experiencing in the learning environment studied. It helps to uncover the how, when and why teachers succeed in developing their students’ entrepreneurial competencies (Lackéus, 2015). Themes can be emic (favouring context, language, narrative style) or etic (favoring priori categorizing, reducing). The etic approach was ap-

plied as researcher realises that members of a culture often are too involved in what they are doing to interpret their cultures impartially. Thus, when using the etic approach, the researcher emphasises what he or she considers important.

Table 3. Entrepreneurial competencies framework constructed by Fisher et al. (2008), elaborated based on various sources (Lackeus, 2014; Moberg, 2014a; Moberg et al., 2014)

Codes per theme	Detailed description
Learning environment	
Time on task	Student reflects on time allocated to / or to complete a task.
Refelective interaction with teacher	Student reflects on interaction with teacher.
General feedback on own performance	Student gets direct feedback on own presentation/performance from a teacher, other student or someone else.
General encouragement from teachers	Teachers encourage the students. Students experience engagement from teacher. Students feel seen.
Theory into practice	Students use knowledge/theory in practice.
Information from outside world	Students get information from outside the university environment.
Uncertainty and confusion in learning environment	Students experience not knowing what/how to do, getting to work freely and decide themselves in personally challenging ways. Students experience messiness in their teams. Ambiguity. Unfairness.
Support from outside of learning environment	Students take help from people outside university. They come to the students of the students go to them.
Collaborative learning	
Leadership and managing people	Student manages other people or is managed by other people.
Team-work experience	Any student experience connected to a team/group work.
Individual differences	Student experiences individual differences in a team or in the class.
Tasks	
Meaningfulness, create value for someone else	Student creates something of value to someone outside own team. Could be social, cultural or economic value that is created.
Meaningfulness, create value for oneself	Student experiences meaningfulness, joy, curiosity. Student decides to make own situation meaningful.
Leadership over oneself	Student takes own responsibility for learning/ tasks/ own attitude.
Interacting with outside world	Student interacts with anyone/ anything outside university. Interacting with outside world
Time pressure	Student experiences time pressure.
Overcoming competency gaps	Student learns more about the subject.
Knowledge	
General self-insight	General life insight, based on what is valuable for oneself and based on friends, etc. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial knowledge.
Declarative university subject knowledge	Curriculum specific knowledge not specific to entrepreneurship. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial knowledge.
Entrepreneurial self-insight	Insight about oneself in relation to entrepreneurial aspects. Changes in self-view.
Procedural entrepreneurial knowledge/ methods in theory	Knowledge about how others get things done without resources, how others manage risk/ uncertainty. How others create value for people - cultural, social, economic value for others.

Declarative knowledge (narrow definition of entrepreneurship)	Business related knowledge, understanding the role of entrepreneurship in society.
Declarative knowledge (wide definition of entrepreneurship)	Basics of risk management, project management, decision making. Knowledge about value/ need/ target group is.
Skills	
Curriculum subject skills	Any skills mandated by curriculum. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial skills.
Study skills	Learning to learn declarative and procedural knowledge. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial skills.
Strategic skills	Business (or general) planning. Prioritisation. Getting things done. Manage risks. Work under stress.
Learning skills	Active learning from doing. Adapt to new situations. Learn from failure. Making up the path on the road.
Interpersonal skills	Leadership, motivating others, lead others, listen, resolve conflict. Be an active and functioning participant in a team. Be able to collaborate with others in a team.
Resource skills	Financial planning. Finding an attractive resource. Learning a new Tool. Finding strategic partners.
Opportunity skill	Discover and create (business or not) opportunities. Skills in acting on opportunities. Develop a vision.
Marketing skills	Adapting a message to a target group. Conduct market research. Assess a market opportunity.
Attitudes	
Self-efficacy in general	"I can" - other self-efficacy than entrepreneurial.
General passion	"I want" - create value for oneself.
Perseverance	"I overcome" - Pushing through fear or setbacks.
Innovativeness	"I create" - Novel thoughts and actions, unpredictable, radical change, visionary.
Uncertainty and ambiguity tolerance	"I dare" - comfortable with uncertainty and ambiguity. Flexible, open to surprises.
Proactiveness	"I do" - activity oriented, initiative taker, inner drive. Takes responsibility to reach a goal.
Entrepreneurial self-efficacy	"I can" - create value for others.
Entrepreneurial identity	"I am / I value" - deep convictions, identify, values. Increased consciousness about an entrepreneurial career.
Entrepreneurial passion	"I want" - create value for others.

Phase 3: Reviewing themes

Once the themes are tentatively identified, the researcher focuses on the integrity of the themes: Are certain themes interrelated, or are they different manifestations of a single common experience? The researcher then explores whether themes fit one participant's experience but not others by analysing the snippets (quotes) where an initial theme was identified.

Phase 4: Producing the report

The set of fully worked-out themes are then described in more detail in the results section. As Braun and Clarke state, “The task of the write-up for the Thematic Analysis... is to tell the complicated story of your data in a way which convinces the reader of the merit and validity of your analysis” (Braun and Clarke, 2006, p. 61). For simplicity, the results are directly linked back to each of the six themes detailed in table 3.

3.3 Reliability & Validity

There are a number of limitations in this study. The research was conducted with only one sample group. The sample size was small, and hence the quantitative data collected cannot support inferences about the general population on its own. There was no “traditional” course cohort with which to compare student learning outcomes and attitudes and to evaluate cognitive load directly. Notwithstanding the limitations outlined, there is sufficient evidence from the research to suggest that the approach followed is worthy of further investigation.

4 RESULTS

Overall, students considered the experience satisfactory in relation to their participation and classroom learning in Design Sprint format. The Design Sprint methodology applied in an educational setting requires a longer period for learning and fixing, as well as strategies to mitigate the effect of students' delays, shyness and lack of motivation. In the following results are broken down by the six themes identified in table 3. Quotes from the participants' diary entrees are used to represent the most common narratives expressed by students.

4.1 Learning Environment

Diary entrees revealed that broadly, students felt time management was a challenge for both teachers and students. There was a general census that due to the pre-work completed by students prior to Sprint week (reading about the design sprint methodology), they would have preferred more time spent on tasks and less explanations of the tasks by teachers. Additionally, the diary entrees from the latter half of the week described how students had improved their time management skills and the importance of working to deadlines imposed by both the sprint methodology and by oneself:

The biggest issue I encountered today was time management. I found the time for explaining the task and the time to actually do the task was a bit unbalanced; especially at the end, we had a very short time to map, and target our problem. We are all supposed to have read the book, so I found the time to explain a bit repetitive; plus, it did not allow us enough time after to work in breakoutrooms. (Participant G, Day 2)

I would like to have a bit more time on each task, but I have realized during this week that the deadline is needed for fast results and if we stopped at each task for longer, we wouldn't be done. (Participant U, Day 5)

Many students sort more feedback and reassurance on their own performance from teachers during the week. However, they found a sense of ownership in their work knowing they would present to stakeholders who were external to the university and receive support from outside their immediate learning environment:

Something that I wish we had done today was to show our interview questions to a teacher for feedback but we were all sort of in a hurry after the presentation of our prototype so maybe we should've planned that ahead. Either way, I'm happy with the way we carried out the tasks today and I'm super excited to present our key results for the CEO of Cesim tomorrow. (Participant U, Day 4)

4.2 Collaborative Learning

An important part of the students' action-based activities is the student experience connected to a team our group work. Almost all diary entrees commented on collaborative learning with mixed responses. On the whole, students felt more comfortable collaborating with their peers and dealing with uncertainty when they had a framework to follow for dividing tasks and decision-making:

The parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions (the teacher) was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process. (Participant R, Day 1)

The voting part at the end of every task was very smooth, everyone respected the results but I noticed that we all sort of have similar ways of thinking so that also explains why we didn't have much to say to each other or about the results. (Participant V, Day 1)

When left to their own devices,

Maybe I'm just tired on the forth day, but today felt really chaotic because we had to organize ourselves and there was no one that said ""You need to do THIS now"". We got to the end result anyway, but it wasn't easy. (Participant U, Day 4)

I think today was the hardest day for collaboration, we had to organize ourselves. When working individually, I only had to think about what I have to do, but today we had to figure out who does what individually and be able to put it all together. But overall, we got everything done. (Participant V, Day 4)

4.3 Tasks

On each day of the sprint, diary entrees described students overcoming competency gaps or learning something new on task. That is, students felt they learnt more about the the topic and sprint method:

From learning perspective, I had the wonderful opportunity to get used new tasks like 8 fold method, I was able to think deep and quick. (Participant A – Day 2)

I have never been a particularly artsy person and have never been able to get my ideas on paper in the form of art. However once I realized that the idea is more important than the actual drawing, I was able to finish the task with ease. (Participant B, Day 2)

However, some students indicated they had challenges with time pressure and time spent of tasks. Criticism in this case was not about the time allocated to each task in the design sport, but more about their team remaining on task and utilizing the time more productively:

I prefer less talk and just get along with the tasks, even teachers I prefer them to talk less and let students work on the tasks. (Participant E, Day 2)

We didn't have that much time for the tasks which meant that we didn't really get to discuss that much in the group. This led to that we had to multitask. (Participant E, Day 1)

I would have asked team members let's move forward with tasks without stagnation. (Participant A, Day 3)

4.4 Knowledge

As discussed by Neck, Greene and Brush's (2014, p. 9), during a design sprint for students, the theory is often invisible and hidden in the practice. Hence, in this design sprint, the development of entrepreneurial skills and behaviour were considered of higher importance than students obtaining explicit theoretical knowledge of why and how a DS is entrepreneurial.

However, many students reflected on the procedural Entrepreneurial knowledge they acquired. That is, the design sprint methodology was viewed positively in assisting students to develop knowledge about how to complete tasks with limited resources and how to create value for others:

I had all the information I needed from yesterday and this morning, and this afternoon was the time to really create something new. This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy. But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough. (Participant G, Day 4)

Sprints help getting on the right path faster, because there is an immediate feedback on those tasks - from team members, teachers and experts - it also makes the learning process better, because we immediately know where to improve. To come up with good ideas we need the "Yes and..." thinking not "No but...". These tasks are all about getting to the goal as a team and to do that we need to share the ideas, not compete with each other. (Participant U, Day 2)

Once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding. (Participant V, Day 1)

It is important to note that whilst students commented on the procedural knowledge they acquired, they rarely expanded further upon the declarative knowledge they acquired in relation to entrepreneurial business practices and understanding of the role of entrepreneurship in society.

4.5 Skills

The themes of learning and interpersonal skills appeared most frequently in the participants' responses. 'Active learning by doing' as part of the Design Sprint methodology was often seen in a positive light by participants. However, students indicated they felt most conformable when they had already read about the Design Sprint structure and activities in advance:

After listening to the experts and taking notes, it is a very nice way to summarise our thoughts and learning outcomes. Organising the How Might We sticky notes was quite satisfying, like seeing all our ideas falling into place and order. It just cleared my mind on the situation. (Participant J, Day 1)

Overall, I think it is a good exercise because when we think of a solution it is one thing in our head and when we start writing it up it might change because we kind of start seeing the bigger picture and how it might look to others. (Participant P, Day 2)

I find the process of generating new ideas fascinating... This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy. But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough. (Participant G, Day 3)

I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks. (Participant B, Day 4)

Students commented throughout the week about the group dynamic and interpersonal skills. Mainly, how to see problems from a different perspective and collaborate with team members:

I learnt to listen to others and see other perspectives also. And its not important to dominate but combine different ideas we had. I think we did that well. Because at some point I didnt understand what we had to do and team was really supportive and explaining things when needed. (Participant P, Day 1)

It is becoming easier to chat with my group members, today I found out about new ways of solving problems. I like how dicussions with my team mates shows me how different we all are, but at the end of the day all of us want to achieve the same thing. (Participant Q, Day 2)

4.6 Attitudes

Many students commented upon strong personal development, specifically perseverance by pushing through fear and setbacks:

... what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it. (Participant V, Day 2)

When reporting on the theme of Entrepreneurial Self-efficacy, around half of the students described a want to create value for others as motivation factor that also positively impacted collaboration:

The second half of the day one could sense a new kind of motivation and eagerness to start working. Everyone could start to visualize what we had to get done and what value we could provide (to the client). As a team we got along great and everyone could feed of each other's ideas. (Participant B, Day 3)

It is, however, important to note that students rarely commented on wider attitudes towards their Entrepreneurial identity: increased consciousness about an Entrepreneurial career. In this sense, the diary entrees provided little insight into whether students felt they were learning about, for, or through entrepreneurship during the 5-day sprint.

5 DISCUSSION & CONCLUSION

This thesis explored how design sprints in higher education can encourage learners to be more entrepreneurial by creating value for others. As a pedagogy, *value creation*, the process whereby teachers let their students learn by applying their competencies to create something of value to at least one external stakeholder outside of their University (Lackéus, 2015), was chosen as to frame the proposed educational application of the Design Sprint.

Firstly, in the proposed educational application of the Design Sprint, we established that students learn by applying their competencies to create artifacts (something of value) to at least one external stakeholder outside their own group, class or the university itself. Further, the development of entrepreneurial skills and behaviour during the design sprint should be considered of higher importance than students obtaining explicit theoretical knowledge of why and how a Design Sprint is entrepreneurial in accordance with Neck, Greene and Brush's (2014, p. 9) 'actionable theory'. As a methodology, the Design Sprint aligns with the approach of "teaching *through* entrepreneurship", whereby students go through an actual day-to-day entrepreneurial learning process (Kyrö, 2005). The focus is on personal development, creativity, self-reliance, initiative taking, action orientation, i.e. becoming entrepreneurial (Mahieu, 2006). Therefore, the design sprint can be classified firstly as a form of action-based entrepreneurial education, and second-

ly as a means of value creation outside the creators (students) and coaches (teachers) (Mendonça de Sá Araújo et al., 2019).

Secondly, the thesis explored how students perceive creating value for others through a design sprint. Entrepreneurial Self-efficacy was positively impacted by students creating value for others during the Design Sprint. The diary entrees revealed solving a problem for an external actor as a strong motivational factor for students throughout the Design Sprint. This was summarised by Participant B on Day 3: “one could sense a new kind of motivation and eagerness to start working. Everyone could start to visualize what we had to get done and what value we could provide (to the client).” This supports the argument that teachers should give their students assignments to create value (preferably innovative) to external stakeholders based on problems and/opportunities the students identify through an iterative process, such as a design sprint, as it leads to repeated interactions with the outside world.

On the whole, students felt more comfortable collaborating with their peers and dealing with uncertainty when they had a framework, i.e. each task of the Design Sprint, to follow when dividing tasks and decision-making. Therefore, to alleviate the levels of difficulty and uncertainty students experienced, design sprints should enable students to work in teams which provides them access to increased creative ability and peer learning opportunities. However, robust advice on how to manage the value creation process should be given to students. The design sprint methodology can serve this purpose.

Students also indicated they had challenges with time pressure and time spent on tasks. Criticism in this case was not about the time allocated to each task in the design sport, but more about their team remaining on task and utilizing the time more productively. Again, the design sprint methodology can serve this purpose if all students have a strong understanding of the method before commencing the 5 Day Sprint.

The role of the teachers as facilitators was also questioned by students who felt they needed more feedback and reassurance on their own performance from teachers during the week. This raised the question if the teacher should perform the role of facilitator during the design sprint, or if this role should be performed by an external consultant leaving the teacher mor free to roam and provide feedback and reassurance mid-task.

Finally, future approaches may require a combination of teaching *about* and *through* entrepreneurship in the weeks prior to the design sprint, for students to have a general understanding of the phenomenon via lectures. In this case, students read the book in their own time the week prior to the Sprint. Students rarely commented on their wider attitudes towards their Entrepreneurial identity: increased consciousness about an Entrepreneurial career. In this sense, the diary entries provided little insight into whether students felt they were learning *about*, *for*, or *through* entrepreneurship during the 5-day sprint. Therefore, a combination of teaching *about* and *through* entrepreneurship should be explored in future studies. That is, to what extent does the 5-day design sprint exist in isolation as a pedagogic tool, versus as part of a wider course on Entrepreneurial competences.

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APPENDIX 1. SNIPPETS BY CODE, PARTICIPANT AND DAY

Snippets from participants' diary entries broken down by THEME > Code > Participant (P) > Day (D).

There are a total of 22 Participants labelled from A-V.

Diary entries are labelled according to the day of the sprint they were completed:

D1: Monday, 26th April 2021

D2: Tuesday, 27th April 2021

D3: Wednesday, 28th April 2021

D4: Thursday, 29th April 2021

D5: Friday, 30th April 2021

There are a total of 7 THEMES broken down into 40 Codes.

ATTITUDES

Self-efficacy in general (16)

"I can" - other self-efficacy than entrepreneurial.

PR - D3

I would have wanted to present our sketch better to Cesim employee, we didn't explain it well enough, it lacked some information in the beginning steps, this was a sketch that we chose, but we had chosen to add some parts from other sketches to it, but we had not changed it properly. So it began in a miscommunication, but it all got sorted out, we just could have saved both time and effort if it would have been clearer from the beginning both in our explanations and also the sketch itself.

PN - D1

I believe that tasks were interesting and well prepared. I was actually surprised, because I thought that brainstorming ideas and questions will be difficult, but thoughts were just popping in our minds. Our group had a lot of different ideas and we discussed them and chose the most interesting ones.

PG - D3

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

PH - D1

Today we focused on mapping out the problems, through identifying the end goal. The team dynamics seemed to work ok, and we only bogged down a few times. The benefits of working with this model is mostly the documentation, although a lot of residual notes seem to be stacking up.

PO - D3

It was harder than I thought it will be. The hardest thing was to decide what is the best solution. The ideas in the team were very similar this helped us a little. We knew where to concentrate. I don't think we had some difficulties creating the storyline. So everything went well yesterday.

PG - D2

The Sprint process has taught me so far that it is possible to cover a great amount of work in a very short time. And a long-term goal for me to achieve would be to structure more my thinking process by following simple steps (even if these steps are only happening in my brain) in order to be more effective on any task.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, I also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or

arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

[PU - D1](#)

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

[PV - D2](#)

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

[PV - D2](#)

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PV - D4](#)

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

[PE - D4](#)

In the end the prototype came together and turned out okay especially if you consider the time we had. We divided us up into different tasks but we decided to work in a group of 4 that worked on the main website prototype. This process was pretty familiar to me since i work with many projects that we need to prototype and create pitches for.

[PE - D2](#)

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

[PA - D5](#)

My skills are usually with marketing point of view, they are always from customers' point of view but didn't get to use much today as others have different backgrounds.

[PA - D2](#)

I had to showcase my digital marketing analysing skills which I could relate to my previous experiences with noted organisations' marketing campaigns.

General passion (16)

"I want" - create value for oneself.

[PI - D1](#)

I tried to prepare as much as I felt needed with the SPRINT-book, MS teams and SPRINT-website. I read the first chapter of the SPRINT-book which explains step by step how monday will go with great examples which made me feel more prepared. I did want to go in with a pair of fresh eyes as the book wanted.

[PN - D2](#)

So far SPRINT is very interesting, i feel ideas just flowing sometimes and sometimes have absolutely nothing in my head, but luckily my team is always there.

[PG - D5](#)

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

[PG - D5](#)

Today (and during the week in general) was the first time i felt like what I was doing had a real impact. I have only been studying so far. Apart from baby-sitting, I have never had a job. But this week, I ""worked"" for a company to solve a real problem, runned real interviews that gave us a real feedback. Everything felt very real.

[PG - D4](#)

I was on the writing group, and with Tuesday afternoon, it was the most creative time for me. Except now it was very concrete, and I knew this was going to be tested to teachers and presented to the CEO! All day, i was feeling nervous about what would the others think; but probably not in a good way, because I was afraid them to judge. Well, this is kind of what we want. And then, I understood very well why the interviewer should not have taken part of the project. I worked quite intensely on the same thing this week. And now I should be neutral and ask testers to assess our whole work.

[PV - D4](#)

Something that I wish we had done today was to show our interview questions to a teacher for feedback but we were all sort of in a hurry after the presentation of our prototype so maybe we should've planned that ahead. Either way I'm happy over the way we carried out the tasks today and I'm super excited to present our key results for the CEO of Cesim tomorrow.

[PG - D2](#)

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

[PR - D2](#)

Better than yesterday, I felt more ready than on monday. There were some fun assignments, challenging, our group got more talking than the day before. We worked on some good ideas and all members had different views which made it more interesting.

[PT - D5](#)

Today were TOO LONG like we were talkin at the end the same things. Im glad that this is over but im also glad that i joined this cause it was a great experience !

[PT - D3](#)

This day was brilliant !! We got our main idea and we are also prepared to make our prototype tomorrow. I think I'm going to be a fan of sprints, all tho I would really like this to be f2f and not only in Zoom. I feel like I have learned so much in these few days.

[PU - D1](#)

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PV - D4](#)

Today was probably the funniest day of the week as we finally got to work on our prototype and create what I envisioned in the sketch phase.

[PC - D2](#)

Sprint i a fun tool and as stressed i was yesterday, i can honestly say that i can't wait for tomorrow. Tomorrow is Wednesday which means "decide day" - can't wait!!

[PC - D1](#)

At first i was confused on what the SPRINT tasks included but as the day went on i quickly understood more and more. I definitely learned many new things today and i am looking forward to learning more about the SPRINT method.

[PB - D4](#)

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

Perseverance (31)

"I overcome" - Pushing through fear or setbacks.

[PJ - D4](#)

The overall mood went straight down below 0. It shook us, we caught the right feet and from that moment on the team worked altogether. Meanwhile I was working on the interview script and reading the Friday chapter once again.

[PQ - D1](#)

Monday was a little bit difficult because of the amount of information we received. I feel a little bit lost, but it is interesting to do tasks and listen. I thought that it will be hart to keep up with tasks but i was pleseantly surprised, today's tasks were not difficult, of course there are some adjustment needed but nothing we could not handle. Although it was quite a long day, i've learned a lot. For now I am glad that I chose to participate in this challange.

[PG - D2](#)

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

[PP - D4](#)

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

[PR - D2](#)

I go in with no specific expectations, so not really surprised, but I did not know what we were doing until today so I did not expect it either. Mostly I learned more about the problem I feel like. Still trying to trust the process. I feel better about it today as previously mentioned.

[PR - D2](#)

Better than yesterday, I felt more ready than on monday. There were some fun assignments, challenging, our group got more talking than the day before. We worked on some good ideas and all members had different views which made it more interesting.

[PR - D1](#)

I have never used Mural before so that's new. I learned how to use Mural better.

[PR - D1](#)

I felt confused at first, but understood better or at least felt more comfortable when working in Mural with the teams.

[PS - D2](#)

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

[PT - D2](#)

This day was a little bit harder than yesterday. I didn't quite know what to do but i tried my best. I learned a little new things and tried my best.

[PU - D4](#)

- Not really. The working part felt pretty stressful today, but at the end of the day we got the result and already had the chance to ask additional questions, so we're ready for tomorrow."

[PU - D3](#)

- I was very surprised at the results, we did a good job. On Monday I kind of didn't believe that we can do this but every day I'm more and more satisfied with me and my team.

[PU - D2](#)

- Today I understood the tasks more clearly, maybe because I knew more about what is going on than yesterday. That is why I felt more calm and can say that so far the emotional rollercoaster emotions are appropriate.

PV - D1

If I had the chance to do this again I probably would approach the tasks differently, because I started the day frustrated and lost because the problems our client were facing weren't completely clear to me but I ended the day motivated and hungry to take on more challenges and this gave me a different perspective on the learning process. No matter how lost we were it didn't stop us from finishing our tasks and that takes patience, which I think we all had as we were waiting for things to start to fall into place which it did at last.

PV - D1

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdo it, just put down what's in your head on paper so you can visualise it and make sense of it.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that affects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

PV - D3

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

PV - D4

The skill I improved while carrying out the task was most likely my writing, as a business student it's not something I do much of anymore. And the fact that I had to do it in English maybe made it more difficult than it had to be because I haven't had a single English class since I graduated high school which was 3 years ago, so yeah the fact that my English was a little rusty was something that bothered me throughout the week.

PV - D4

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

PV - D4

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

PF - D3

What was different today was that I also used my technical skills, because I lost my computer audio mid-call :)

[PE - D4](#)

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nervs. That is one thing have been working on and have to continue to work on.

[PE - D2](#)

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

[PD - D2](#)

Today in the morning I felt still confused. As the day went by, I started to feel more confident and better, since we managed to make the problem more certain what we were about to fix.

[PC - D2](#)

Sprint i a fun tool and as stressed i was yesterday, i can honestly say that i can't wait for tomorrow. Tomorrow is Wednesday which means "decide day" - can't wait!!

[PB - D4](#)

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

[PB - D2](#)

Today was also the first day that I personally felt challenged since todays theme was sketching. I have never been a particularly artsy person and have never been able to get my ideas on paper in the form of art. However once I realized that the idea is more important than the actual drawing, I was able to finish the task with ease.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. The were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PB - D1](#)

Now that the day is over, looking back it was so rough after all.

Innovativeness (10)

"I create" - Novel thoughts and actions, unpredictable, radical change, visionary.

[PK - D4](#)

At the end of the day our prototype was ready. In our case it meant a ready made video clip for Cesim, that we thought might attract students more compared to the existing videos of the company.

[PR - D2](#)

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

[PV - D2](#)

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

[PV - D3](#)

Today was the most relaxing day of the week I would say compared to Monday and Tuesday. Highlight of the day was finally getting to see everyone's sketches and hearing about the process behind their final idea/solution sketch. My solution sketch was a newsletter about CESIM's competition

and the whole point is that the universities send them out to their students on behalf of the company as that would capture the students' attention rather than a company they probably never had heard of before dropping newsletter in their inbox.

[PE - D3](#)

I was really nervous about how the day would unfold because I felt like in our groups we are responding and understanding things in different ways and are understanding the task differently. This can be really good or bad.

[PD - D2](#)

I also liked that today we didn't have to decide anything and could just let our mind run. It made today much easier and more carefree.

[PC - D2](#)

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

[PB - D4](#)

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. There were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PB - D1](#)

I felt motivated and innovative during the sprint and especially during the individual tasks.

Uncertainty and ambiguity tolerance (39)

"I dare" - comfortable with uncertainty and ambiguity. Flexible, open to surprises.

[PJ - D4](#)

The overall mood went straight down below 0. It shook us, we caught the right feet and from that moment on the team worked altogether. Meanwhile I was working on the interview script and reading the Friday chapter once again.

[PI - D2](#)

I was worried in the morning on how I would be able to think of ideas and if I could even get one, but as the day went by I got more and more inspired and got a lot of ideas!

[PI - D1](#)

As I noted in the beginning I tried to go into this week with a fresh pair of prepared eyes to not get any pre-opinions or ideas. So I wasn't surprised by the results, but more of the process to get there and how it had so many twists and turns. I (as probably a lot of students and teachers) felt lost at times both with the task, planning and information but as the day went i adapted and tried my best: to what i think really good results.

[PK - D1](#)

Personally this Monday wasn't so energy-taking, I think it was really interesting to learn new ways to work in sprints. This week has an entrepreneurial touch and I appreciate it. The idea of failing fast was great, even though it can be discouraging for a short while to get negative feedback.

[PN - D3](#)

The problem seems clear and the solution is shaping up. Team and I were discussing a lot today and it got us to optimal solutions. I felt great today and got to know my teammates even better. It almost seems that i know them already, because when we were presenting anonymous sketches i've seem to already knew which one of my teammates made which sketch.

[PG - D4](#)

When I woke up and thought about where my team and me were so far, the situation was crystal clear. We had the detailed idea of our solution, its storyboard, and, most importantly, why we were doing this. The purpose of our solution became more and more specific day after day, like a funnel:

[PG - D2](#)

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

PP - D1

It was like a roller coaster - at one point I felt I understand what Im doing and the other that I dont understand anything. But overall I think my feeling was quite neutral, more tired coming to end

PP - D4

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

PG - D1

We ""met"" today while reflecting over the tasks, and voting. We were all quite lost at the beginning. I find the Sprint being online makes it really hard to have a dynamic workplace, everything takes longer and communication can be challenging. But now I know a little bit better everyone, and I understood most of how Mural works.

PG - D1

Indeed, we dived into very concrete questions without much information about the company, nor the problem they are looking to solve before hand. Nevertheless, my overfeeling is positive because what I did today was so different than my daily, usual work, regarding the topic, the tasks, the reflection process, the platform, the method, the people. This utter newness was stimulating.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem. What are we solving? What is the business problem? Attract more new students and universities to this competition? And how it should be done.

PR - D1

I felt confused at first, but understood better or at least felt more comfortable when working in Mural with the teams.

PR - D1

I knew we were suppose to solve a business problem, and I knew it was something about a competition in China, the information I had was what we got sent in email, 3 videos, 1 of them was a short presentation of this competition. What the task is, is still unclear to me in a way. But today's tasks, the long term plan, maps, hmw and so on felt okay.

PS - D1

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PS - D1

The teams that were formed, were great because they were random so we had to open up and talk to each other. Today it still felt a bit disorganized, but maybe its supposed to be like that.

PT - D2

This day was a little bit harder than yesterday. I didn't quite know what to do but i tried my best. I learned a little new things and tried my best.

PT - D1

At the morning I was kind of stressed out because I didn't know anybody and this is all new to me but during the day I got more relaxed and turned out we got a really dream team. I did know something about the task but it was little bit blurry before the afternoon.

PU - D4

- Not really. The working part felt pretty stressful today, but at the end of the day we got the result and already had the chance to ask additional questions, so we're ready for tomorrow."

PU - D4

- I was not surprised at the results today, to be honest, I had imagined a different result. We had awesome ideas but in reality they were hard to combine in just one e-mail.

PU - D4

- As mentioned in the first paragraph, today was hard, in my opinion. It took us an hour to realize that we need a different approach. But after lunch we were able to carry out the tasks. And after consultation at three it was clear what we need to perfect so that we would be ready for tomorrow's interviews.

PU - D3

- I was very surprised at the results, we did a good job. On Monday I kind of didn't believe that we can do this but every day I'm more and more satisfied with me and my team.

PU - D1

9. I would communicate with my team more, but I don't want it to sound like we didn't communicate enough. The easiest task was the one right after the questions for Vejjo and the team (HMW), as for the other tasks, the only problem might have been that I didn't have as many ideas, but I really couldn't make my mind think faster.

PU - D1

1. At the beginning I felt very stressed as I didn't know what to expect. But John explained every step and it was helpful and me and my team could ask additional questions during work.

PV - D1

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

PV - D1

My feelings going into this was mostly excitement but I knew it was going to be a tuff week and I might have underestimated a little how tuff it was going to be. I didn't know much going into this so I thought the week would start off with some things clearing up for me since the timetable didn't tell me much but I think I just got more lost and confused as the day went by. But once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding.

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

PV - D2

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advice on how to deal with our sudden shift in focus. She gave some insightful advices and those were enough to help us come up with a solution everyone could get behind.

PV - D3

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

PV - D3

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during

this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

[PV - D4](#)

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

[PE - D2](#)

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

[PE - D2](#)

In the beginning of the day I felt more confident and I really like the first task where we were supposed to search for other solutions in other companies and products. I felt like my team was on the same page and we really worked together. Later though I found out we had different opinions or our focus laid in different parts of our ideas. That made it slightly harder to come to a conclusion but we decided that everyone should make a sketch of their idea and that we can decide tomorrow.

[PE - D1](#)

I am more used to the brainstorming technique in a group. I think that it is probably good to learn and get used to new techniques that you can use later in other projects. I am trying to keep an open mind and to learn from this but I still think that maybe for the first time it would be beneficial to work in a group and solve the problems together.

[PB - D2](#)

Today was also the first day that I personally felt challenged since today's theme was sketching. I have never been a particularly artsy person and have never been able to get my ideas on paper in the form of art. However once I realized that the idea is more important than the actual drawing, I was able to finish the task with ease.

[PB - D1](#)

The skills we used most were creativity and communication. I felt that we were able to improve on these during the day, once the method got more familiar.

[PB - D1](#)

During the sprint felt almost heavy in the sense that everything was new and everyone was a stranger.

[PE - D4](#)

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this day's tasks.

Proactiveness (21)

"I do" - activity oriented, initiative taker, inner drive. Takes responsibility to reach a goal.

[PI - D1](#)

Throughout the tasks I was able to indulge myself into the SPRINT-thinking which with my great team members made me more motivated to give 110%. My view of the learning process was changed several times during the day by the different tasks and I never thought I would learn so much just on the first day.

[PN - D4](#)

Today was a very busy day. I have spent most of it making prototype for tomorrow. It was hard and exhausting picking the right tools for it. Starting at one and then it does not satisfy you and then you start from scratch at the other one. But I am more than happy with the results and also saw interesting ideas from other groups.

[PG - D4](#)

When I woke up and thought about where my team and me were so far, the situation was crystal clear. We had the detailed idea of our solution, its storyboard, and, most importantly, why we were doing this. The purpose of our solution became more and more specific day after day, like a funnel:

[PG - D2](#)

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

[PG - D2](#)

I expected a lot of this afternoon; I find the process of generating new ideas fascinating. I had all the information I needed from yesterday and this morning, and this afternoon was the time to really create something new. This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy. But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough.

[PR - D2](#)

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

[PR - D2](#)

Better than yesterday, I felt more ready than on monday. There were some fun assignments, challenging, our group got more talking than the day before. We worked on some good ideas and all members had different views which made it more interesting.

[PT - D4](#)

Today was also fun. We were fully prepared for this day and prototyping was great ! I'm looking forward for tomorrow. Today I also got to use my social media skills and be creative so that was nice.

[PU - D4](#)

- Today I improved my creative graphic designing skills to create the prototype. But to do that, I had to pick the program I would like to work on. I had never made this kind of prototype (it was an e-mail that looked like a blog post) so it was stressful at first. The other teammates did the writing part and one other created an alternative version on another program.

[PU - D2](#)

- I knew about the idea of the tasks before, as I read the respective chapter in the book.

[PV - D2](#)

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

[PF - D3](#)

Today I felt great. I enjoyed the process of choosing the way to solve the problem. I looked at the tasks from the SprintHel website beforehand.

[PE - D4](#)

In the end the prototype came together and turned out okay especially if you consider the time we had. We divided us up into different tasks but we decided to work in a group of 4 that worked on the main website prototype. This process was pretty familiar to me since i work with many projects that we need to prototype and create pitches for.

[PE - D3](#)

Today I also read the day in the book before we started to work in zoom and I think it really helps to clarify things.

[PE - D2](#)

I managed to read this days chapter in the book beforehand which made it easier to keep up with the tasks today. But even though I new the gist of things I still was a little bit confused as to what you were supposed to do when. I think the facilitators are trying to explain too much at a time which confuses people.

[PC - D2](#)

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

PB - D1

I felt motivated and innovative during the sprint and especially during the individual tasks.

PA - D3

I was able to use the pipeline of events for a solution which learnt in my previous project.

PA - D2

I prefer less talk and just get along with the tasks, even teachers I prefer them to talk less and let students work on the tasks.

PA - D2

Also quite happy to share my experiences with teammates who run around circles and I love to keep the things simple and move forward by working fast without getting stuck.

PA - D1

Main thing is I already visualising on the prototypes looking at the loopholes in the problem area.

Entrepreneurial self-efficacy (10)

"I can" - create value for others.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D3

Nevertheless, I was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PU - D2

- Today I understood the tasks more clearly, maybe because I knew more about what is going on than yesterday. That is why I felt more calm and can say that so far the emotional rollercoaster emotions are appropriate.

PU - D1

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

PV - D3

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solution was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

PV - D3

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

PV - D3

Today was the most relaxing day of the week I would say compared to Monday and Tuesday. Highlight of the day was finally getting to see everyone's sketches and hearing about the process behind their final idea/solution sketch. My solution sketch was a newsletter about CESIM's competition and the whole point is that the universities send them out to their students on behalf of the company as that would capture the students' attention rather than a company they probably never had heard of before dropping newsletter in their inbox.

PE - D4

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nervs. That is one thing have been working on and have to continue to work on.

PC - D2

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

PA - D4

Learning process is good and slow but steady, I was able to showcase writing skills.

Entrepreneurial identity (6)

"I am / I value" - deep convictions, identify, values. Increased consciousness about an entrepreneurial career.

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my carreer.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

PC - D3

i can honestly say that i was a little bit surprised of how well me and my team did today, just because this is a first SPRINT course for all of us, bu we are well on our way to finish this project, and i am proud so far.

PB - D3

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

PA - D2

I was not surprised at results as I know where I was going and nothing surprising.

PA - D2

I was able to grasp the idea yesterday and knew what to expect today from tasks' point of view.

Entrepreneurial passion (11)

"I want" - create value for others.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D4

I was on the writing group, and with Tuesday afternoon, it was the most creative time for me. Except now it was very concrete, and I knew this was going to be tested to teachers and presented to the CEO! All day, i was feeling nervous about what would the others think; but probably not in a good way, because I was afraid them to judge. Well, this is kind of what we want. And then, I un-

derstood very well why the interviewer should not have taken part of the project. I worked quite intensely on the same thing this week. And now I should be neutral and ask testers to assess our whole work.

PT - D3

This day was brilliant !! We got our main idea and we are also prepared to make our prototype tomorrow. I think I'm going to be a fan of sprints, all tho I would really like this to be f2f and not only in Zoom. I feel like I have learned so much in these few days.

PU - D5

- No there are none. Looking forward to using sprint methods in my professional life.

PU - D4

- I was not surprised at the results today, to be honest, I had imagined a different result. We had awesome ideas but in reality they were hard to combine in just one e-mail.

PD - D4

I am very excited about Friday, because then we can finally show to Veijo what we have come up with and if he is going to like it (although i'm a little bit scared, too). Today I felt great.

PC - D2

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

PB - D4

Today was a pretty simple day. We had done most of the work already so we focused on the details and our presentation to Cesim. We worked well as a team and accomplished everything that we wanted to. Our approach could have more organized, but in the end I'm not quite sure if that mattered.

PB - D3

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

PB - D3

The second half of the day one could sense a new kind of motivation and eagerness to start working. Everyone could start to visualize what we had to get done and what value we could provide to Cesim. As a team we got along great and everyone could feed of each others ideas

PB - D2

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we well start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

SKILLS

Curriculum subject skills (12)

Any skills mandated by curriculum. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial skills.

PI - D5

Today I didn't improve a lot of skills and I'm very comfortable speaking in front of people; in real life or on screen and was just happy to be done with the week.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, I also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem. What are we solving? What is the business problem? Attract more new students and universities to this competition? And how it should be done.

PS - D1

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PT - D1

I learned more about the steps of sprint and also from Cesim and its services, I also learned that this sprint really is a brilliant way to come up with new ideas and solving problems in no time.

PU - D1

2. I only knew that we would have to map out the problems (as it was mentioned in the book and on Sunday during the introduction.

PV - D4

The skill I improved while carrying out the task was most likely my writing, as a business student it's not something I do much of anymore. And the fact that I had to do it in English maybe made it more difficult than it had to be because I haven't had a single English class since I graduated high school which was 3 years ago, so yeah the fact that my English was a little rusty was something that bothered me throughout the week.

PF - D1

We were put into "Zoom breakout rooms" for teamwork and we also used Mural to sketch our ideas. Today I used my analytical thinking, English vocabulary, creative and listening skills.

PB - D2

Today was also the first day that I personally felt challenged since today's theme was sketching. I have never been a particularly artsy person and have never been able to get my ideas on paper in the form of art. However once I realized that the idea is more important than the actual drawing, I was able to finish the task with ease.

PA - D5

My skills are usually with marketing point of view, they are always from customers' point of view but didn't get to use much today as others have different backgrounds.

PA - D4

Learning process is good and slow but steady, I was able to showcase writing skills.

Study skills (16)

Learning to learn declarative and procedural knowledge. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial skills.

PK - D3

Today was the day for our blog post. It was really nice to reflect and gather everything that we went through during the day in one place. There were some apps that we tried out, such as story-boardthat.com. Even though it takes a short while to figure out the possibilities these apps give, it's really nice to learn to use them.

PI - D1

I tried to prepare as much as I felt needed with the SPRINT-book, MS teams and SPRINT-website. I read the first chapter of the SPRINT-book which explains step by step how monday will go with great examples which made me feel more prepared. I did want to go in with a pair of fresh eyes as the book wanted.

PL - D1

I learn doing the tasks to make "mapping" to ask questions about solving problem.

I think i dont approach the tasks differently bc from the beginning I was thinking +- same.

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

PP - D4

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

PT - D1

I learned more about the steps of sprint and also from Cesim and it's services, I also learned that this sprint really is a brilliant way to come up with new ideas and solving problems in no time.

PU - D5

- I improved my summarizing skills because I was the one taking notes and making sure no word or point is missing. And because of taking notes, I could think of additional questions more easily than usual.

PU - D4

- Today I improved my creative graphic designing skills to create the prototype. But to do that, I had to pick the program I would like to work on. I had never made this kind of prototype (it was an e-mail that looked like a blog post) so it was stressful at first. The other teammates did the writing part and one other created an alternative version on another program.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

PE - D2

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

PC - D1

At first i was confused on what the SPRINT tasks included but as the day went on i quickly understood more and more. I definitely learned many new things today and i am looking forward to learning more about the SPRINT method.

PB - D4

The interview part of the sprint process fascinated me and was the part I was looking forward to. Unfortunately most of the team wanted to take a different approach than in the book so it will stay a mystery if the methods mentioned in the book actually work.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PA - D4](#)

Learning process is good and slow but steady, I was able to showcase writing skills.

[PA - D3](#)

I was able to use the pipeline of events for a solution which learnt in my previous project.

Strategic skills (19)

Business (or general) planning. Prioritisation. Getting things done. Manage risks. Work under stress.

[PI - D3](#)

I wasn't surprised about the results because I really do feel that my team is amazing and innovative, I was surprised though that Linus made such an amazing sketch that really summed up our work during these past few days. I feel like yesterday was a "bad" day and misunderstanding and I'm so happy to have him in my group now

[PK - D1](#)

The skills I improved were using Mural as a tool and the skill can only be improved, as today was the first official sprint day to use it. The sprint in itself is quite fast-paced, I noticed that our group members (myself included) at some point wanted to take a moment to think about the tasks or for writing them in Mural. If somebody would have talked the whole time, it would have been impossible to gather your thoughts. Luckily we had a nice balance on it.

[PG - D3](#)

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

[PG - D2](#)

The Sprint process has taught me so far that it is possible to cover a great amount of work in a very short time. And a long-term goal for me to achieve would be to structure more my thinking process by following simple steps (even if these steps are only happening in my brain) in order to be more effective on any task.

[PG - D2](#)

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

[PP - D2](#)

At some point I felt like we clash with some of our teammates because it was so hard to explain myself. Everyone takes things from their own perspective and experience and that made us see the problem differently. But in the end we decided that everyone takes the road they think is the best and we will see what happens tomorrow - I think that was a great idea because we did circles around the same problem coming back to the same spot as we begin with.

[PG - D1](#)

We ""met"" today while reflecting over the tasks, and voting. We were all quite lost at the beginning. I find the Sprint being online makes it really hard to have a dynamic workplace, everything takes longer and communication can be challenging. But now I know a little bit better everyone, and I understood most of how Mural works.

[PF - D5](#)

Learning process was good, but in overall it needs to be more concrete in describing the tasks. I would do our newsletter with less text and use same fonts.

[PT - D1](#)

I learned more about the steps of sprint and also from Cesim and it's services, I also learned that this sprint really is a brilliant way to come up with new ideas and solving problems in no time.

[PU - D5](#)

- I was a bit surprised that during the week we didn't form one leader - the one who decides when no one wants to do something. But we were successful, managed to pull off two interviews at the same time, divided the tasks - who is sharing the screen, who is asking the questions, who is taking notes and later putting everything together.

[PU - D3](#)

- I learned that to get a good result, we need to think and do some things individually and then discuss what have we come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

[PU - D2](#)

- After receiving the tasks, we made sure that we all understand what we are supposed to do. We each did our part individually and then discussed. Some of us had more ideas, some of us had only a few but combined together, we had several possible solutions that we could work on tomorrow. As we were discussing, we realized that it is not enough to focus on the students only, we need to put bigger emphasis on communication with universities, even though yesterday we all voted on students. But we were able to adapt and plan accordingly.

[PU - D1](#)

5. I used skills from business plan and project management courses that we are learning in university this year. Also logical and critical thinking that can't really be taught.

[PV - D1](#)

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

[PV - D2](#)

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

[PE - D4](#)

In the end the prototype came together and turned out okay especially if you consider the time we had. We divided us up into different tasks but we decided to work in a group of 4 that worked on the main website prototype. This process was pretty familiar to me since i work with many projects that we need to prototype and create pitches for.

[PC - D3](#)

We started off by looking at each others sketches and voting on what we thought were good ideas. After that it was clear what our main idea was and goals.

[PB - D3](#)

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

[PA - D3](#)

I was able to use the pipeline of events for a solution which learnt in my previous project.

Learning skills (73)

Active learning from doing. Adapt to new situations. Learn from failure. Making up the path on the road.

[PJ - D4](#)

But when it came to the test interview I was already tired and oblivious. I consider my biggest mistake was "sticking to the boxes" as Stefan said. I really did that despite that I usually "go with the flow". I guess it was a bit too much for me at that moment nevertheless that test was very useful and valuable.

PJ - D1

I finally was able to put into practise my english - after 10 years. And got to refresh my knowledge in marketing. I got to know the start of the sprint and was pleasantly surprised of the method - I like it! At first I was really concerned if I could do this in general. But the "step by step" approach and all the clear guidelines provided by the lecturer helped me lots.

PI - D5

I've learnt a lot and had a great time with my group. But I'm also incredibly tired. After we finished the last meeting of the day I literally crashed on my sofa and slept for almost an hour. It's been educational, frustrating, evolving and amazing all at the same time. I'm glad that I participated and have a new perspective and will use some of the methods in my life as a scholar

PI - D3

I wasn't surprised about the results because I really do feel that my team is amazing and innovative, I was surprised though that Linus made such an amazing sketch that really summed up our work during these past few days. I feel like yesterday was a "bad" day and misunderstanding and I'm so happy to have him in my group now

PI - D3

As today's task was based on yesterday's sketches it felt like the most natural and easy day as we discussed and decided (were we all voted on the same sketch) on what to base our prototype on. We all agreed that this was the most fun and less demanding of all the days (monday being the roughest). We had some group dynamic problems yesterday, but it really felt that we all came in with a new fresh mind and everybody was supporting and doing their job.

PI - D2

I liked the way the method made me try out "bad" ideas who I then in someway could make feasible and good. The method was quite fun and i do feel it will be something I'll use in the future when i get stuck.

PI - D2

I learnt how to think and create ideas through fast thinking steps so you don't get stuck on one sketch for too long. I felt it to be a uite natural flow from Mondays big day with a lot of information task and new things

PI - D2

Today I was more focused on my own thinking and trying innovative ideas in my mind and doing the task to reinforce it. I also did feel as we got a problem in our group that I improved my insecurities about both saying my opinion to my teammates even if they are "negative" and even get in touch separately with the teacher to get support when we as a group couldn't fix our problem.

PI - D2

I felt more prepared in a sense that I had gotten more into the SPRINT-thinking and was excited to start sketching for solutions!

PI - D1

Throughout the tasks I was able to indulge myself into the SPRINT-thinking which with my great team members made me more motivated to give 110%. My view of the learning process was changed several times during the day by the different tasks and I never thought I would learn so much just on the first day.

PK - D1

The skills I improved were using Mural as a tool and the skill can only be improved, as today was the first official sprint day to use it. The sprint in itself is quite fast-paced, I noticed that our group members (myself included) at some point wanted to take a moment to think about the tasks or for writing them in Mural. If somebody would have talked the whole time, it would have been impossible to gather your thoughts. Luckily we had a nice balance on it.

PK - D1

Personally this Monday wasn't so energy-taking, I think it was really interesting to learn new ways to work in sprints. This week has an entrepreneurial touch and I appreciate it. The idea of failing fast was great, even though it can be discouraging for a short while to get negative feedback.

PK - D2

Today we learned about lightning demos, the four-step sketch (which was fun!!) and solution sketches. The four-step sketch followed this line: notes- ideas - Crazy 8- Solution sketch, which all were fun things to do and new to me as a method and new gained skills now. I'm not good at drawing at all, but it made me laugh so it was a lot of fun.

PK - D3

By now, what I have appreciated the most, is the "fail fast" logic -why don't more of entrepreneurial hubs encourage to try out these kinds of methods? Of course if you get a "no" in business, it doesn't always mean that the "no" is final, but it steers you faster to the right direction.

PR - D3

I learned how to use storyboard, learned more about Mural. Like before, not surprised, I am keeping an open mind and trusting the process. I learned even more about Mural. So far this is fun and challenging.

PR - D4

We used our creativity making the prototype, we also looked for ideas on their social media and website, also the email and prototype we got for the sprintinhel.

PN - D1

All in all I could say that it was a great start, I felt great, got to know my teammates better and learned how to use Mural better. I believe this will come in handy later on in the project.

PN - D4

Today was a very busy day. I have spent most of it making prototype for tomorrow. It was hard and exhausting picking the right tools for it. Starting at one and then it does not satisfy you and then you start from scratch at the other one. But i am more than happy with the results and also saw interesting ideas from other groups.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D5

Today (and during the week in general) was the first time i felt like what I was doing had a real impact. I have only been studying so far. Apart from baby-sitting, I have never had a job. But this week, I ""worked"" for a company to solve a real problem, runned real interviews that gave us a real feedback. Everything felt very real.

PL - D2

Yes I read book, so I know it. We talk in group about ideas, and try to decide one the best idea. I learn about sketching, and that was new for me.

PG - D2

The Sprint process has taught me so far that it is possible to cover a great amount of work in a very short time. And a long-term goal for me to achieve would be to structure more my thinking process by following simple steps (even if these steps are only happening in my brain) in order to be more effective on any task.

PG - D2

We had much more time than yesterday to conduct all the tasks, and after an important and agitated reassessment of our conclusion of Monday (that is, our target customer and step in the map to focus on), we finally agreed on what problem our sketch would focus on.

PO - D1

My skill which I think I improved was generating ideas and fast thinking because I'm not used to work that fast.

PO - D2

Today was the first time I did this kind of sketch. It was challenging but I think I managed to do it. I'm really happy with my team I think we are doing great job!

PP - D1

I learnt to listen to others and see other perspectives also. And its not important to dominate but combine different ideas we had. I think we did that well. Because at some point I didnt understand what we had to do and team was really supportive and explaining things when needed.

PP - D2

Scetching and bringing ideas to words and pictures is probably what I learned most today. I think it is a good exercise because when we think of a solution it is one thing in our head and when we start writing it up it might change because we kind of start seeing the bigger picture and how it might look to others.

PP - D4

Today I was more like supportive role, helping with design and not doing that much myself (not like hands-on thing) - I still could do creative thinking so thats good, I ould at least use some skills today besides working as a team.

PP - D4

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was

a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

PP - D5

Today I learned to listen and to get feedback and work with it. The tasks were good, it helped us to get to end goal. Most of the work load was on one person today as she was doing interviews, other were just listening and making notes. Im glad it came to one picture finally.

PG - D1

The Sprint process involves a lot of individual time to reflect on the task and come up with personal ideas. It was surprising, but also comforting when looking at other's sticky notes and realising we all had similar ideas, formulated differently. It gave me confidence to be on the right path.

PG - D1

My favorite task was the How Might We questions. After listening to the experts and taking notes, it as a very nice way to summarise our thoughts and learning outcomes. Organising the HMW sticky notes was quite satisfying, like seeing all our ideas falling into place and order. It just cleared my mind on the situation.

PG - D1

The first tasks (setting long-term goal and finding questions) were quite challenging, but after we got to talk with the CEO and other experts organising the competitions in different countries, I understood a little better our job, and I could target my thoughts on more specific questions and problems. The situation was more clearly defined in many aspects.

PG - D1

Indeed, we dived into very concrete questions without much information about the company, nor the problem they are looking to solve before hand. Nevertheless, my overfeeling is positive because what I did today was so different than my daily, usual work, regarding the topic, the tasks, the reflection process, the platform, the method, the people. This utter newness was stimulating.

PF - D5

I learned to interview. Surprising was that one interviewee was quite negative as others were very positive. I learned that preparation is very necessary for conducting interviews.

PR - D2

I go in with no specific expectations, so not really surprised, but I did not know what we were doing until today so I did not expect it either. Mostly I learned more about the problem I feel like. Still trying to trust the process. I feel better about it today as previously mentioned.

PS - D4

Today we didn't spend much time in the main room, we were mostly in the breakout rooms working on the prototype and the presentation. There wasn't anything too special happening as in we had divided the work between us. So we were just working independently on our parts of the presentation. But day by day, working with the group keeps on getting more efficient and better. Since the more we work together the better we get.

PS - D2

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

PS - D1

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PT - D3

This day was brilliant !! We got our main idea and we are also prepared to make our prototype tomorrow. I think I'm going to be a fan of sprints, all tho I would really like this to be f2f and not only in Zoom. I feel like I have learned so much in these few days.

PT - D2

This day was a little bit harder than yesterday. I didn't quite know what to do but i tried my best. I learned a little new things and tried my best.

PU - D5

- I view the learning process very positively. I think that learning through practical experience is very much necessary and this week was all about that.

PU - D5

- I improved my summarizing skills because I was the one taking notes and making sure no word or point is missing. And because of taking notes, I could think of additional questions more easily than usual.

PU - D4

- Maybe I'm just tired on the fourth day, but today felt really chaotic because we had to organize ourselves and there was no one that said ""You need to do THIS now"". We got to the end result anyway, but it wasn't easy.

PU - D4

- Today I improved my creative graphic designing skills to create the prototype. But to do that, I had to pick the program I would like to work on. I had never made this kind of prototype (it was an e-mail that looked like a blog post) so it was stressful at first. The other teammates did the writing part and one other created an alternative version on another program.

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PU - D3

- I learned that to get a good result, we need to think and do some things individually and then discuss what we've come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students' questions and CESIM team answers.

PV - D1

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

PV - D1

My feelings going into this were mostly excitement but I knew it was going to be a tough week and I might have underestimated a little how tough it was going to be. I didn't know much going into this so I thought the week would start off with some things clearing up for me since the timetable didn't tell me much but I think I just got more lost and confused as the day went by. But once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding.

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdo it, just put down what's in your head on paper so you can visualize it and make sense of it.

PV - D2

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advice on how to deal with our sudden shift in focus. She gave some insightful advice and those were enough to help us come up with a solution everyone could get behind.

PV - D2

I didn't know much about the tasks beforehand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I

think it makes me feel less confident taking on the tasks. I'm not sure if that affects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

[PV - D2](#)

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

[PV - D3](#)

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

[PV - D3](#)

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PV - D4](#)

The skill I improved while carrying out the task was most likely my writing, as a business student it's not something I do much of anymore. And the fact that I had to do it in English maybe made it more difficult than it had to be because I haven't had a single English class since I graduated high school which was 3 years ago, so yeah the fact that my English was a little rusty was something that bothered me throughout the week.

[PV - D4](#)

Today was probably the funniest day of the week as we finally got to work on our prototype and create what I envisioned in the sketch phase.

[PF - D1](#)

I wasn't surprised at the results. I especially learned to listen and collaborate more. If I had to do the tasks again, I would not approach them any differently.

[PF - D1](#)

I knew that today we will start to understand what we will be doing and start to map out certain things, but I didn't know about the details of these activities. I think because we were all figuring out what we should be doing the collaborative work wasn't going very smoothly but I know that it will get better as we get more familiar with the project.

[PE - D2](#)

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

[PE - D2](#)

In the beginning of the day I felt more confident and I really like the first task where we were supposed to search for other solutions in other companies and products. I felt like my team was on the same page and we really worked together. Later though I found out we had different opinions or our focus laid in different parts of our ideas. That made it slightly harder to come to a conclusion but we decided that everyone should make a sketch of their idea and that we can decide tomorrow.

[PE - D1](#)

I am more used to the brainstorming technique in a group. I think that it is probably good to learn and get used to new techniques that you can use later in other projects. I am trying to keep an open mind and to learn from this but I still think that maybe for the first time it would be beneficial to work in a group and solve the problems together.

[PC - D1](#)

At first i was confused on what the SPRINT tasks included but as the day went on i quickly understood more and more. I definitely learned many new things today and i am looking forward to learning more about the SPRINT method.

[PB - D4](#)

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

[PB - D4](#)

The interview part of the sprint process fascinated me and was the part I was looking forward to. Unfortunately most of the team wanted to take a different approach than in the book so it will stay a mystery if the methods mentioned in the book actually work.

[PB - D4](#)

Today the common theme of the week continued as it seemed that people didn't want to follow the guidelines. We were able to get everything required done but at least I felt that during the last two days this has been more of a normal student project instead of a sprint design.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D3](#)

The only real problem that accrued was that we were getting a little too excited. We felt that we didn't need all of the steps in the sprint guide and part of them were forgotten completely. However maybe that is a sign that all of the steps/tasks aren't required for the method to work.

[PB - D2](#)

I felt that the sprint methodology was almost too unstructured today. Compared to the first day, we didn't really have that precise instructions and at least I felt that at times I could have hoped for more guidance (from the book). However that view might change once we see the results on Wednesday and once I see how the other days are.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. There were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PA - D2](#)

From learning perspective, I had the wonderful opportunity to get used new tasks like 8 fold method, I was able to think deep and quick.

Interpersonal skills (46)

Leadership, motivating others, lead others, listen, resolve conflict. Be an active and functioning participant in a team. Be able to collaborate with others in a team.

[PI - D2](#)

Today I was more focused on my own thinking and trying innovative ideas in my mind and doing the task to reinforce it. I also did feel as we got a problem in our group that I improved my insecurities about both saying my opinion to my teammates even if they are "negative" and even get in touch separately with the teacher to get support when we as a group couldn't fix our problem.

[PI - D2](#)

i felt a lot of us were on the same page, trying to individual opinions or ideas on our agreed and collected HMW question. After we all separately found inspiration for our sketches we noticed two common ways of seeing our problem. Either by focusing on getting the interest of students and/or Unis or through the process of applying. Here is where we encountered our first group dynamic problem. We decided to both make it easier to approach and not risk being too narrow and broad that

we should go after our interest in the beginning (finding the inspiration) and through that, go after our own interest and if we want we could also (of course could always do) do other sketches outside or decided interest

[PI - D1](#)

I feel that I prepared accordingly to the SPRINT thinking and don't think I would do my tasks differently. I would be more mindful of my prasing and try to either be more broad or narrow depending on the task.

[PI - D1](#)

Throughout the tasks I was able to indulge myself into the SPRINT-thinking which with my great team members made me more motivated to give 110%. My view of the learning process was changed several times during the day by the different tasks and I never thought I would learn so much just on the first day.

[PK - D2](#)

Tuesday was confusing in the sense that our group was a bit undetermined by which way to go with our map. I'm glad we had to check it again after yesterday. It was good that so many parts were done by yourself today, just so you could ground your choices and really think them through. Our group might be "overthinking" some parts of the map a bit and put things there, that might take weeks to implement on their own in an organization. That is why it was valuable to get a chance to think by yourself, too and try to find a simpler solution.

[PK - D5](#)

Other than design sprint skills, during this week I also gained new contacts from my team members and I really liked our team and how we functioned together.

[PM - D1](#)

I learned from today that even if you feel so lost, do something because it might go right :D I would approach the task differently in a way that i would be even more open minded and think outside of the box. I would want to know more about the competition what does the company have. Like what kind of competition it is and how does it help with the student like why should the student join them

[PI - D1](#)

I did find it very easy to socialize and are quite glad we all got put in the same group. I felt (as I usually do in groups) that I took on a leader part as I tried to engage us all and get us to complete the current task (long term goal, risk etc). I also felt I might have been overly participating in the Q&A but was mindful to let others speak too and wait my turn. I don't see my actions as a problem and was careful to state to my team members to stop me, put in their ideas or give up my space for other opinions and goals. I did also take on the project of planning and summarizing our blog spot after my team members' commentary after the end of the day's presentations.

[PH - D2](#)

My mural skills are improving at a high pace like never before, I am going to use this platform outside of sprint as well!

Through the tasks I learned that people have differences in how they view group vs personal responsibility. The SPRINT method itself seems to be tested and well adapted for distance based learning.

The whole paper and post-its seem a bit unnecessary.

[PG - D4](#)

About my role in the team, well I usually talk too much. I write a lot, I talk a lot... I am an extravert, and I bounce ideas without expecting others to follow them, just to think about it. And then I expect the others to also bounce ideas, and to think together about what we should do. Of course, only during the time where we should discuss, we did many tasks individually. But some of my teammates are shy, or at least they talk less. They certainly have ideas, maybe better than mine, but I guess sometimes they don't have the opportunity to tell them.(note to myself: let others propose things in their own time). People in a team are not thinking equally about communication. It is why working individually on a task, looking at each other's idea, and voting is a very calm and efficient way to brainstorm.

[PG - D3](#)

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

[PG - D2](#)

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

[PG - D2](#)

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

[PO - D1](#)

I don't think I was surprised of the results because we did really good work and results were not bad or I can say that I was surprised in a good way. From the first day I can't say that I learned something new because I was a little lost so maybe after few days everything will be more clear and I will point out some new things which I learned. I don't think that I would do something differently because the way in which we did everything was good for me.

[PP - D1](#)

I learnt to listen to others and see other perspectives also. And its not important to dominate but combine different ideas we had. I think we did that well. Because at some point I didnt understand what we had to do and team was really supportive and explaining things when needed.

[PP - D2](#)

Im glad that we had time today to reflect on the work we did yesterday cuz it was a long day yesterday and not everything was clear until the end for me at least. Today was a new day and it put things more into perspective now.

[PP - D2](#)

At some point I felt like we clash with some of our teammates because it was so hard to explain myself. Everyone takes things from their own perspective and experience and that made us see the problem differently. But in the end we decided that everyone takes the road they think is the best and we will see what happens tomorrow - I think that was a great idea because we did circles around the same problem coming back to the same spot as we begin with.

[PP - D2](#)

Today I felt tired - I think it was because I did not find the words to explain myself when we were discussing as a team

[PP - D4](#)

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

[PP - D5](#)

Today I learned to listen and to get feedback and work with it. THE tasks were good, it helped us to get to end goal. Most of the work load was on one person today as she was doing interviews, other were just listening and making notes. Im glad it came to one picture finally.

[PQ - D2](#)

It is becoming easier to chat with my group members, today i found out about new ways of solving problems. I like how dicussions with my team mates shows me how different we all are, but at the end of the day all of us want to achieve the same thing.

[PG - D1](#)

We ""met"" today while reflecting over the tasks, and voting. We were all quite lost at the beginning. I find the Sprint being online makes it really hard to have a dynamic workplace, everything takes longer and communication can be challenging. But now I know a little bit better everyone, and I understood most of how Mural works.

[PR - D2](#)

I thought about problem solving, I listened to my group members, we discussed what would be best, our thoughts, our understandings and tried to decide what we are going to focus on, universities first, then students. Since students need universities to sponsor them.

[PS - D1](#)

The teams that were formed, were great because they were random so we had to open up and talk to each other. Today it still felt a bit disorganized, but maybe its supposed to be like that.

[PT - D1](#)

I think I collaborate good with others. Our team worked really good and everybody participated to every task and we had lots of fun even tho we didn't know each other at all.

[PT - D1](#)

At the morning I was kind of stressed out because I didn't know anybody and this is all new to me but during the day I got more relaxed and turned out we got a really dream team. I did know something about the task but it was little bit blurry before the afternoon.

[PU - D3](#)

- I learned that to get a good result, we need to think and do some things individually and then discuss what have we come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

[PU - D3](#)

- After receiving the tasks, we made sure that we all understand what we are supposed to do and we each did our part individually and then discussed. Today was more about the deciding and really didn't have to come up with new ideas, just make the existing ideas more organized.

[PU - D2](#)

- After receiving the tasks, we made sure that we all understand what we are supposed to do. We each did our part individually and then discussed. Some of us had more ideas, some of us had only a few but combined together, we had several possible solutions that we could work on tomorrow. As we were discussing, we realized that it is not enough to focus on the students only, we need to put bigger emphasis on communication with universities, even though yesterday we all voted on students. But we were able to adapt and plan accordingly.

[PV - D1](#)

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

[PV - D3](#)

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

[PV - D4](#)

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

[PE - D4](#)

In the end the prototype came together and turned out okay especially if you consider the time we had. We divided us up into different tasks but we decided to work in a group of 4 that worked on the main website prototype. This process was pretty familiar to me since i work with many projects that we need to prototype and create pitches for.

[PE - D4](#)

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nerves. That is one thing have been working on and have to continue to work on.

[PE - D2](#)

In the beginning of the day I felt more confident and I really like the first task where we were supposed to search for other solutions in other companies and products. I felt like my team was on the same page and we really worked together. Later though I found out we had different opinions or our

focus laid in different parts of our ideas. That made it slightly harder to come to a conclusion but we decided that everyone should make a sketch of their idea and that we can decide tomorrow.

[PD - D4](#)

Thursday was a better day than Wednesday. We did very many things as a team, but we had our own roles so we kind of worked individually, but were also contacting with each other.

[PD - D2](#)

The team is still nice, although today we had more discussion and maybe disagreements, but I think it is a good thing in this project. Maybe the fact that we didn't have to decide anything today, made us more loose about letting our opinions know to others.

[PC - D4](#)

Thursdays sprint was good, i was over all confident for our project, and i am Very lucky with me team as whenever i was confused they helped me! We work well together and got all our tasks done for the day + more! We prepped the questions well for the interviews and i think they are good questions for out interviewees.

[PC - D1](#)

First day of SPRINT was today and i think it went well. I feel very lucky because my team is great and we work well together. Team name is Coffee addicts which is very accurate as we all do love coffee.

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

Today was the first day that we had true disagreements. Various people wanted to take a different approach and in the end we didn't really resolve these disagreements, we just kind of continued with the next steps according to the methodology.

[PB - D1](#)

One could notice that certain team members took different kinds of roles. This affected the efficiency of the sprint method in a negative way. For example having a unofficial project manager who doesn't know the method properly makes following the "rules" a lot harder.

[PB - D1](#)

We were all strangers at first, but because of the time constraints we had to work together immediately and that brought us together quickly.

[PA - D3](#)

My presentation and creativity skills for the interpretation was useful today and overall improved how to deal with stressed people by sitting back enjoy the tasks.

[PA - D2](#)

Collaboration was good, trying to work people from other countries needs more patience which I have in me because of my previous projects in school in multicultural environment.

[PA - D2](#)

Also quite happy to share my experiences with teammates who run around circles and I love to keep the things simple and move forward by working fast without getting stuck.

Resource skills (22)

Financial planning. Finding an attractive resource. Learning a new Tool. Finding strategic partners.

[PR - D3](#)

I learned how to use storyboard, learned more about Mural. Like before, not surprised, I am keeping an open mind and trusting the process. I learned even more about Mural. So far this is fun and challenging.

[PN - D2](#)

I guess today was in a way even more confusing than yesterday. Maybe that is because we had individual task and could not cooperate and clarify with our teams. But i liked it too, because it pushed me to the limits and made me think and do everything that seemed to be a good idea. I hope i did well on the tasks and understood them correctly, i guess i will find out tomorrow..

[PN - D4](#)

Today was a very busy day. I have spent most of it making prototype for tomorrow. It was hard and exhausting picking the right tools for it. Starting at one and then it does not satisfy you and then you

start from scratch at the other one. But i am more than happy with the results and also saw interesting ideas from other groups.

PH - D1

The skills improved today have been tech related, new platforms and such. The information absorption seem to be at a higher rate than usual, maybe because we are constantly updating and using the information.

PH - D1

Today we focused on mapping out the problems, through identifying the end goal. The team dynamics seemed to work ok, and we only bogged down a few times. The benefits of working with this model is mostly the documentation, although a lot of residual notes seem to be stacking up.

PO - D2

This day was easier than Monday. The reason for that was that our schedule wasn't that busy and tight like it was before. I read a little bit about the tasks in the book. So i had some kind of understanding about it before the start.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem.

PR - D1

I am still confused. I don't have a specific view yet. I think it's too early to say. I would like to know more about this problem before starting, like what are we solving, I was very lost when writing the long term goals. I felt like I did not know enough about the problem. What are we solving? What is the business problem? Attract more new students and universities to this competition? And how it should be done.

PR - D1

I have never used Mural before so that's new. I learned how to use Mural better.

PU - D5

- No there are none. Looking forward to using sprint methods in my professional life.

PU - D5

- I was a bit surprised that during the week we didn't form one leader - the one who decides when no one wants to do something. But we were successful, managed to pull off two interviews at the same time, divided the tasks - who is sharing the screen, who is asking the questions, who is taking notes and later putting everything together.

PU - D4

- I learned that doing the prototype, was really hard if we have to work on zoom. This is the only day I really wished we were all in one room. I also learned that if I don't like one program, I don't have to "push it" and I can pick and start trying out a different one, because there are plenty of options.

PU - D4

- Today I improved my creative graphic designing skills to create the prototype. But to do that, I had to pick the program I would like to work on. I had never made this kind of prototype (it was an e-mail that looked like a blog post) so it was stressful at first. The other teammates did the writing part and one other created an alternative version on another program.

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PV - D1

My feelings going into this was mostly excitement but I knew it was going to be a tuff week and I might have underestimated a little how tuff it was going to be. I didn't know much going into this so I thought the week would start off with some things clearing up for me since the timetable didn't tell me much but I think I just got more lost and confused as the day went by. But once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding.

PV - D2

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

PE - D3

Today I also read the day in the book before we started to work in zoom and I think it really helps to clarify things.

PE - D2

I think I can use the technique of doing research or searching for other companies solutions in my other projects as well.

PB - D4

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

PA - D2

From learning perspective, I had the wonderful opportunity to get used new tasks like 8 fold method, I was able to think deep and quick.

PA - D1

Some tasks maybe can be more outside Mural.

PA - D1

Using Mural was good skill to learn and results are as expected.

Opportunity skills (8)

Discover and create (business or not) opportunities. Skills in acting on opportunities. Develop a vision.

PR - D4

We used our creativity making the prototype, we also looked for ideas on their social media and website, also the email and prototype we got for the sprintinhel.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

PG - D2

We had much more time than yesterday to conduct all the tasks, and after an important and agitated reassessment of our conclusion of Monday (that is, our target customer and step in the map to focus on), we finally agreed on what problem our sketch would focus on.

PP - D2

Im glad that we had time today to reflect on the work we did yesterday cuz it was a long day yesterday and not everything was clear until the end for me at least. Today was a new day and it put things more into perspective now.

PU - D1

5. I used skills from business plan and project management courses that we are learning in university this year. Also logical and critical thinking that can't really be taught.

PB - D3

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

PB - D3

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

PB - D1

The skills we used most were creativity and communication. I felt that we were able to improve on these during the day, once the method got more familiar.

Marketing skills (10)

Adapting a message to a target group. Conduct market research. Assess a market opportunity.

PN - D2

Also it was interesting to try get into students and universities minds and think of ways for the competition to be even more attractive and appealing

PG - D2

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

PU - D3

- Today I used marketing skills again, thought about what would be an attractive and catchy intro to our idea. Also some artistic skills, because I think that our result sketch has to be visually appealing. And also when we had to make the storyboard.

PU - D2

- Today I mostly revised and used marketing skills, thought about questions that helped to describe target audience: who are they, what is important to them, when and where to find them, what could be their motivation to apply.

PV - D2

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

PV - D3

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

PC - D3

The CEO of Cesim then joined us and we got to present our ideas to him and get feedback. Over all i think he was happy with us and excited to see more.

PC - D2

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

PA - D5

If I had to approach then yes, I would redo everything in prototype part as per marketing perspective which was not applied by the maker.

PA - D2

I had to showcase my digital marketing analysing skills which I could relate to my previous experiences with noted organisations' marketing campaigns.

KNOWLEDGE

General self-insight (11)

General life insight, based on what is valuable for oneself and based on friends, etc. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial knowledge.

PI - D1

What I was most surprised by was a few students from the other groups who I didn't feel were engaging and kind of participated in the background; not speaking and never having their video on. But I do feel that my assumptions aren't justified as I'm not in a team with them and can't see their support in the breakrooms.

PP - D1

I was quite surprised at the last part of the day when we showed everyone what we had done. Surprising part was that a company doesn't care about numbers.. I work as a project manager coordinating different events across Estonia, and numbers are what the company expects me to fill. So that seemed a bit off. Because numbers are the goal and we think of the way.

PR - D3

I would have wanted to present our sketch better to Cesim employee, we didn't explain it well enough, it lacked some information in the beginning steps, this was a sketch that we chose, but we had chosen to add some parts from other sketches to it, but we had not changed it properly. So it began in a miscommunication, but it all got sorted out, we just could have saved both time and effort if it would have been clearer from the beginning both in our explanations and also the sketch itself.

PG - D5

Today (and during the week in general) was the first time I felt like what I was doing had a real impact. I have only been studying so far. Apart from baby-sitting, I have never had a job. But this week, I "worked" for a company to solve a real problem, run real interviews that gave us a real feedback. Everything felt very real.

PL - D1

I've read sprint assignments a little bit before. And I listened to the video about the problem. Therefore, it was not completely unknown to me.

I think our team are very good together, and all the tasks we've covered it together.

We discussed and solved all tasks fairly quickly and teamly.

Personally, I improved my skills today by remembering English and doing teamwork. And using new platforms.

I wasn't surprised by the results. I knew right away that we would be able to find a solution.

PO - D1

I don't think I was surprised of the results because we did really good work and results were not bad or I can say that I was surprised in a good way. From the first day I can't say that I learned something new because I was a little lost so maybe after few days everything will be more clear and I will point out some new things which I learned. I don't think that I would do something differently because the way in which we did everything was good for me.

PO - D1

My skill which I think I improved was generating ideas and fast thinking because I'm not used to work that fast.

PP - D2

I think today's tasks were clear and it is important to work alone but towards a team goal at some point.

PP - D2

Sketching and bringing ideas to words and pictures is probably what I learned most today. I think it is a good exercise because when we think of a solution it is one thing in our head and when we start writing it up it might change because we kind of start seeing the bigger picture and how it might look to others.

PG - D1

The first tasks (setting long-term goal and finding questions) were quite challenging, but after we got to talk with the CEO and other experts organising the competitions in different countries, I understood a little better our job, and I could target my thoughts on more specific questions and problems. The situation was more clearly defined in many aspects.

PS - D2

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

Declarative university subject knowledge (6)

Curriculum specific knowledge not specific to entrepreneurship. NOTE: This is not entrepreneurial competence, but needs to be coded to distinguish it from entrepreneurial knowledge.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

PR - D2

No. Not more than the time schedule said on the sprint website. Solution sketch.

PV - D2

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

PC - D2

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

PA - D2

I had to showcase my digital marketing analysing skills which I could relate to my previous experiences with noted organisations' marketing campaigns.

Entrepreneurial self-insight (15)

Insight about oneself in relation to entrepreneurial aspects. Changes in self-view.

PI - D1

I did find it very easy to socialize and are quite glad we all got put in the same group. I felt (as I usually do in groups) that I took on a leader part as I tried to engage us all and get us to complete the current task (long term goal, risk etc). I also felt I might have been overly participating in the Q&A but was mindful to let others speak too and wait my turn. I don't see my actions as a problem and was careful to state to my team members to stop me, put in their ideas or give up my space for other opinions and goals. I did also take on the project of planning and summarizing our blog spot after my team members' commentary after the end of the day's presentations.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D3

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting

conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

[PG - D2](#)

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

[PG - D2](#)

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

[PP - D4](#)

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

[PS - D2](#)

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

[PU - D5](#)

- No there are none. Looking forward to using sprint methods in my professional life.

[PU - D1](#)

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

[PV - D3](#)

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solution was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

[PV - D3](#)

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

[PE - D5](#)

I am now ready to leave this chapter and forget about it for some weeks and then maybe come back and read in the book and reflect more since this has been very intense. In the beginning I didn't think it would be this intense since coming up with ideas and creating a prototype is what I do and study but doing it from 10-17 four days in a row hits a different spot.

[PE - D4](#)

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and

calmed down. I feel bad for me not being able to calm my nerves. That is one thing have been working on and have to continue to work on.

[PC - D3](#)

i can honestly say that i was a little bit surprised of how well me and my team did today, just because this is a first SPRINT course for all of us, but we are well on our way to finish this project, and i am proud so far.

[PB - D3](#)

The only real problem that accrued was that we were getting a little too excited. We felt that we didn't need all of the steps in the sprint guide and part of them were forgotten completely. However maybe that is a sign that all of the steps/tasks aren't required for the method to work.

Procedural entrepreneurial knowledge/ methods in theory (36)

Knowledge about how others get things done without resources, how others manage risk/ uncertainty. How others create value for people - cultural, social, economic value for others.

[PK - D3](#)

By now, what I have appreciated the most, is the "fail fast" logic -why don't more of entrepreneurial hubs encourage to try out these kinds of methods? Of course if you get a "no" in business, it doesn't always mean that the "no" is final, but it steers you faster to the right direction.

[PG - D3](#)

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

[PG - D2](#)

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

[PG - D2](#)

I expected a lot of this afternoon; I find the process of generating new ideas fascinating. I had all the information I needed from yesterday and this morning, and this afternoon was the time to really create something new. This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy. But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough.

[PP - D1](#)

I think we collaborated with each other pretty well - we voted on Mural, we discussed and we talked on Zoom and also on Teams. I kind of feel that at some point I took the leader role (mapping, HMW organizing) but everyone gave their part in team work equally. We did everything first individually, then voted and picked the best suited option, and then if needed added to it to complement it.

[PR - D2](#)

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

[PR - D2](#)

We collaborated well I think, I had more to say than on Monday, I felt more secure in what the problem was, I also decided not to think too much about what's right or not, what I mean is, I decided that all ideas for problem solving were good ideas and that every thought can wake other thoughts and ideas in others. We presented our ideas, the first task, and after that we all got more ideas and kind of put ours together I feel like.

[PR - D1](#)

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving.

ing us. I am trying to follow the rules, and I specifically “trust the process”. So right now, I am trying to allow myself to be confused and trusting this process.

PT - D4

Today was also fun. We were fully prepared for this day and prototyping was great! I'm looking forward for tomorrow. Today I also got to use my social media skills and be creative so that was nice.

PU - D3

- After receiving the tasks, we made sure that we all understand what we are supposed to do and we each did our part individually and then discussed. Today was more about the deciding and really didn't have to come up with new ideas, just make the existing ideas more organized.

PU - D2

- From the tasks today I learned how each mind of my team members works differently and that it is a good thing, because then we can each see the problem (and possible solutions) from a different perspective. From the book about today's tasks I learned that sprints are good because it has all - brainstorming, individual tasks and discussions. Sprints help getting on the right path faster, because there is an immediate feedback on those tasks - from team members, teachers and experts - it also makes the learning process better, because we immediately know where to improve. To come up with good ideas we need the "Yes and..." thinking not "No but...". These tasks are all about getting to the goal as a team and to do that we need to share the ideas, not compete with each other.

PU - D2

- After receiving the tasks, we made sure that we all understand what we are supposed to do. We each did our part individually and then discussed. Some of us had more ideas, some of us had only a few but combined together, we had several possible solutions that we could work on tomorrow. As we were discussing, we realized that it is not enough to focus on the students only, we need to put bigger emphasis on communication with universities, even though yesterday we all voted on students. But we were able to adapt and plan accordingly.

PU - D1

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

PU - D1

2. I only knew that we would have to map out the problems (as it was mentioned in the book and on Sunday during the introduction.

PV - D1

So the way we carried out the different tasks was that we started by talking about them and giving practical examples, for example what a long term goal could look like for the company, and after that everyone just had a go at it individually. The most confusing part for us all was the second to last task, the map. Theresa, one of the teachers, tried to help us but I didn't feel like we got the help we were looking for but it was okay since we eventually figured it out.

PV - D1

My feelings going into this was mostly excitement but I knew it was going to be a tuff week and I might have underestimated a little how tuff it was going to be. I didn't know much going into this so I thought the week would start off with some things clearing up for me since the timetable didn't tell me much but I think I just got more lost and confused as the day went by. But once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding.

PV - D2

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

PV - D3

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His

confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

[PV - D3](#)

Today was the most relaxing day of the week I would say compared to Monday and Tuesday. Highlight of the day was finally getting to see everyone's sketches and hearing about the process behind their final idea/solution sketch. My solution sketch was a newsletter about CESIM's competition and the whole point is that the universities send them out to their students on behalf of the company as that would capture the students' attention rather than a company they probably never had heard of before dropping newsletter in their inbox.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PV - D4](#)

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

[PV - D4](#)

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

[PE - D2](#)

When doing this last sketch I came up with some new questions that would be important for us and the students to know that are registering for the competition. What does the event look like? What do they write in their advertising emails? What happens if a school from a new country wants to join?

[PB - D4](#)

The interview part of the sprint process fascinated me and was the part I was looking forward to. Unfortunately most of the team wanted to take a different approach than in the book so it will stay a mystery if the methods mentioned in the book actually work.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that it could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D3](#)

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

[PB - D3](#)

The only real problem that accrued was that we were getting a little too excited. We felt that we didn't need all of the steps in the sprint guide and part of them were forgotten completely. However maybe that is a sign that all of the steps/tasks aren't required for the method to work.

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't

seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

Today was the first day that we had true disagreements. Various people wanted to take a different approach and in the end we didn't really resolve these disagreements, we just kind of continued with the next steps according to the methodology.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. There were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PB - D1](#)

In general the sprint method felt effective and it was easy to understand why it works.

[PB - D1](#)

The skills we used most were creativity and communication. I felt that we were able to improve on these during the day, once the method got more familiar.

[PA - D4](#)

I knew about the tasks and it was easier to focus as I know.

[PA - D2](#)

From learning perspective, I had the wonderful opportunity to get used to new tasks like 8 fold method, I was able to think deep and quick.

[PA - D1](#)

All the tasks were expected as I already sprint courses but methods were different.

Declarative knowledge (narrow definition of entrepreneurship) (11)

Business related knowledge, understanding the role of entrepreneurship in society.

[PJ - D2](#)

Knowledge I acquired today is very worthy and I see the possibility to use these methods apart from all the Sprint process - lightning demos, crazy 8s, solution sketching is worth a try in my work process!

[PG - D2](#)

The Sprint process has taught me so far that it is possible to cover a great amount of work in a very short time. And a long-term goal for me to achieve would be to structure more my thinking process by following simple steps (even if these steps are only happening in my brain) in order to be more effective on any task.

[PR - D2](#)

No. Not more than the time schedule said on the sprint website. Solution sketch.

[PS - D1](#)

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

[PT - D1](#)

I learned more about the steps of sprint and also from Cesim and its services, I also learned that this sprint really is a brilliant way to come up with new ideas and solving problems in no time.

[PU - D4](#)

- Today I improved my creative graphic designing skills to create the prototype. But to do that, I had to pick the program I would like to work on. I had never made this kind of prototype (it was an e-mail that looked like a blog post) so it was stressful at first. The other teammates did the writing part and one other created an alternative version on another program.

[PU - D4](#)

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

[PU - D2](#)

- From the tasks today I learned how each mind of my team members works differently and that it is a good thing, because then we can each see the problem (and possible solutions) from a different

perspective. From the book about today's tasks I learned that sprints are good because it has all - brainstorming, individual tasks and discussions. Sprints help getting on the right path faster, because there is an immediate feedback on those tasks - from team members, teachers and experts - it also makes the learning process better, because we immediately know where to improve. To come up with good ideas we need the "Yes and..." thinking not "No but...". These tasks are all about getting to the goal as a team and to do that we need to share the ideas, not compete with each other.

[PU - D1](#)

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

[PV - D2](#)

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

[PU - D3](#)

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

Declarative knowledge (wide definition of entrepreneurship) (8)

Basics of risk management, project management, decision making. Knowledge about value/ need/ target group is.

[PG - D2](#)

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

[PG - D2](#)

We had much more time than yesterday to conduct all the tasks, and after an important and agitated reassessment of our conclusion of Monday (that is, our target customer and step in the map to focus on), we finally agreed on what problem our sketch would focus on.

[PU - D5](#)

- No there are none. Looking forward to using sprint methods in my professional life.

[PV - D2](#)

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

[PV - D2](#)

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[PB - D3](#)

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly

because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

PB - D1

One could notice that certain team members took different kinds of roles. This affected the efficiency of the sprint method in a negative way. For example having a unofficial project manager who doesn't know the method properly makes following the "rules" a lot harder.

PA - D3

I was able to use the pipeline of events for a solution which learnt in my previous project.

TASKS

Meaningfulness, create value for someone else (13)

Student creates something of value to someone outside own team. Could be social, cultural or economic value that is created.

PJ - D2

Read the book yesterday night and knew what to expect. The first part of the day was very productive for me. Think I helped my teammates although we came up with bit different approach and targets to focus on. I guess I showed options we definitely DON'T want to focus on :D

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PV - D2

The skills I feel like I used today had to do with some of the stuff I learned in my marketing class last semester. The entire point of this week is to find a way to increase the attendance of student teams at the Cesim Elite student business simulation competition and this is a problem that partly can be solved with the help of marketing techniques. So my knowledge in marketing came in handy when I was doing my lightning demo as I could apply marketing techniques like market segmentation onto the company's problem.

PV - D3

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

PV - D3

Today was the most relaxing day of the week I would say compared to Monday and Tuesday. Highlight of the day was finally getting to see everyone's sketches and hearing about the process behind their final idea/solution sketch. My solution sketch was a newsletter about CESIM's competition and the whole point is that the universities send them out to their students on behalf of the company as that would capture the students' attention rather than a company they probably never had heard of before dropping newsletter in their inbox.

PC - D3

The CEO of Cesim then joined us and we got to present our ideas to him and get feedback. Over all I think he was happy with us and excited to see more.

PB - D3

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

PB - D3

The second half of the day one could sense a new kind of motivation and eagerness to start working. Everyone could start to visualize what we had to get done and what value we could provide to Cesim. As a team we got along great and everyone could feed of each others ideas

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we well start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

[PA - D5](#)

Interviews went well and bang on with tasks.

[PA - D1](#)

Main thing is I already visualising on the prototypes looking at the loopholes in the problem area.

Meaningfulness, create value for oneself (21)

Student experiences meaningfulness, joy, curiosity. Student decides to make own situation meaningful.

[PJ - D2](#)

Knowledge I acquired today is very worthy and I see the possibility to use these methods apart from all the Sprint process - lightning demos, crazy 8s, solution sketching is worth a try in my work process!

[PI - D2](#)

I liked the way the method made me try out "bad" ideas who I then in someway could make feasible and good. The method was quite fun and i do feel it will be something I'll use in the future when i get stuck.

[PK - D2](#)

Tuesday was confusing in the sense that our group was a bit undetermined by which way to go with our map. I'm glad we had to check it again after yesterday. It was good that so many parts were done by yourself today, just so you could ground your choices and really think them through. Our group might be "overthinking" some parts of the map a bit and put things there, that might take weeks to implement on their own in an organization. That is why it was valuable to get a chance to think by yourself, too and try to find a simpler solution.

[PM - D1](#)

I learned from today that even if you feel so lost, do something because it might go right :D I would approach the task differently in a way that i would be even more open minded and think outside of the box. I would want to know more about the competition what does the company have. Like what kind of competition it is and how does it help with the student like why should the student join them

[PM - D5](#)

The week has been fun, confusing sometimes, interesting, and lots of other emotional feelings 😊 but in the end, it was really fun and it taught me a lot!!

[PG - D4](#)

When I woke up and thought about where my team and me were so far, the situation was cristal clear. We had the detailed idea of our solution, its storyboard, and, most importantly, why we were doing this. The purpose of our solution became more and more specific day after day, like a funnel:

[PG - D3](#)

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

[PG - D2](#)

The Sprint process has taught me so far that it is possible to cover a great amount of work in a very short time. And a long-term goal for me to achieve would be to structure more my thinking process by following simple steps (even if these steps are only happening in my brain) in order to be more effective on any task.

[PG - D2](#)

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

[PG - D2](#)

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

[PO - D2](#)

Today was the first time I did this kind of sketch. It was challenging but I think I managed to do it. I'm really happy with my team I think we are doing great job!

[PP - D2](#)

Scetching and bringing ideas to words and pictures is probably what I learned most today. I think it is a good exercise because when we think of a solution it is one thing in our head and when we start writing it up it might change because we kind of start seeing the bigger picture and how it might look to others.

[PP - D5](#)

Today I learned to listen and to get feedback and work with it. THE tasks were good, it helped us to get to end goal. Most of the work load was on one person today as she was doing interviews, other were just listening and making notes. Im glad it came to one picture finally.

[PG - D1](#)

My favorite task was the How Might We questions. After listening to the experts and taking notes, it as a very nice way to summarise our thoughts and learning outcomes. Organising the HMW sticky notes was quite satisfying, like seeing all our ideas falling into place and order. It just cleared my mind on the situation.

[PG - D1](#)

The first tasks (setting long-term goal and finding questions) were quite challenging, but after we got to talk with the CEO and other experts organising the competitions in different countries, I understood a little better our job, and I could target my thoughts on more specific questions and problems. The situation was more clearly defined in many aspects.

[PV - D4](#)

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

[PV - D4](#)

Today was probably the funniest day of the week as we finally got to work on our prototype and create what I envisioned in the sketch phase.

[PE - D5](#)

Over all happy with the result and happy to have been able to participate and get to experience this. I think this will help me in my further studies and workalike.

[PE - D2](#)

When doing this last sketch I came up with some new questions that would be important for us and the students to know that are registering for the competition. What does the event look like? What do they write in their advertising emails? What happens if a school from a new country wants to join?

[PD - D2](#)

I also liked that today we didn't have to decide anything and could just let our mind run. It made today much easier and more carefree.

[PC - D3](#)

i can honestly say that i was a little bit surprised of how well me and my team did today, just because this is a first SPRINT course for all of us, bu we are well on our way to finish this project, and i am proud so far.

Leadership over oneself (31)

Student takes own responsibility for learning/ tasks/ own attitude.

PJ - D1

I am far from satisfied with my results today because I was stressed and couldn't focus on the tasks. I know I could do a lot better but I give myself a credit for not dying. I would love to go through all the tasks SLOWLY and to discuss how should they be performed in the best possible way - like one more week after the sprint slowly talking it all through. We could call it the "nordic walking" probably :)

PK - D4

Because I'm the interviewer tomorrow, I had to "stay away" from these other roles of the day. The Sprint book explains that it's better: that way I don't have so much emotions attached to the prototype tomorrow, as I interview the students. Understandable, since it would be funny if the interviewer would be defensive.

PM - D1

I learned from today that even if you feel so lost, do something because it might go right :D I would approach the task differently in a way that i would be even more open minded and think outside of the box. I would want to know more about the competition what does the company have. Like what kind of competition it is and how does it help with the student like why should the student join them

PN - D2

I guess today was in a way even more confusing than yesterday. Maybe that is because we had individual task and could not cooperate and clarify with our teams. But i liked it too, because it pushed me to the limits and made me think and do everything that seemed to be a good idea. I hope i did well on the tasks and understood them correctly, i guess i will find out tomorrow..

PN - D4

Today was a very busy day. I have spent most of it making prototype for tomorrow. It was hard and exhausting picking the right tools for it. Starting at one and then it does not satisfy you and then you start from scratch at the other one. But i am more than happy with the results and also saw interesting ideas from other groups.

PG - D4

I was on the writing group, and with Tuesday afternoon, it was the most creative time for me. Except now it was very concrete, and I knew this was going to be tested to teachers and presented to the CEO! All day, i was feeling nervous about what would the others think; but probably not in a good way, because I was afraid them to judge. Well, this is kind of what we want. And then, I understood very well why the interviewer should not have taken part of the project. I worked quite intensely on the same thing this week. And now I should be neutral and ask testers to assess our whole work.

PG - D3

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

PG - D2

I tend to write a lot for assignments, or essays since I am at school. And today, i also filled many paper sheets. I need all my ideas and thoughts constantly before my eyes. I have a visual memory, a visual brain I would even say. So this sketching exercise was quite natural. Like after any tiring, or arduous work, looking at the job done at the end of the day is the most satisfying feeling. And it was that exact feeling after handing in my final 3-step sketch.

PG - D2

I expected a lot of this afternoon; I find the process of generating new ideas fascinating. I had all the information I needed from yesterday and this morning, and this afternoon was the time to really create something new. This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy.

But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough.

[PO - D1](#)

I don't think I was surprised of the results because we did really good work and results were not bad or I can say that I was surprised in a good way. From the first day I can't say that I learned something new because I was a little lost so maybe after few days everything will be more clear and I will point out some new things which I learned. I don't think that I would do something differently because the way in which we did everything was good for me.

[PG - D1](#)

Indeed, we dived into very concrete questions without much information about the company, nor the problem they are looking to solve before hand. Nevertheless, my overfeeling is positive because what I did today was so different than my daily, usual work, regarding the topic, the tasks, the reflection process, the platform, the method, the people. This utter newness was stimulating.

[PR - D1](#)

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

[PU - D5](#)

- I learned that I need to work on my teamwork skills, because used to never like working in a team. But this time the team was great so I liked it. Putting together a good team is hard but very much needed.

[PU - D2](#)

- I was surprised at the results in a positive way. I always knew that I like working alone better and today I had enough time to focus on my idea and write it down and organize clearly. Even though I didn't understand the tasks right away, the sprint book helped a lot with the explanations and examples.

[PV - D3](#)

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solution was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

[PV - D4](#)

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

[PV - D4](#)

A little disappointed though that a member of our team didn't contribute anything to today's task, but it wasn't something I felt like bringing up since this person had actually been very engaged in the tasks throughout the week and I assumed that there had to be a good explanation for their absence today during the task.

[PF - D3](#)

I was surprised at the results this time because the sketch I did was not for the whole process but most of my teammates did it for the whole process. I learned not to mess with my audio and learned where would be possible to create a cartoon story. I would maybe do the sketching for the whole process next time.

[PF - D1](#)

I wasn't surprised at the results. I especially learned to listen and collaborate more. If I had to to the tasks again, I would not approach them any differently.

[PE - D5](#)

Over all happy with the result and happy to have been able to participate and get to experience this. I think this will help me in my further studies and workalike.

[PE - D5](#)

I think today went well and I enjoyed to take a back seat and just write notes during the interviews. I usually am the person who does everything in a group project so this was a nice change (this whole week).

PE - D4

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nervs. That is one thing have been working on and have to continue to work on.

PE - D2

I managed to read this days chapter in the book beforehand which made it easier to keep up with the tasks today. But even though I new the gist of things I still was a little bit confused as to what you were supposed to do when. I think the facilitators are trying to explain too much at a time which confuses people.

PD - D4

Thursday was a better day than Wednesday. We did very many things as a team, but we had our own roles so we kind of worked individually, but were also contacting with each other.

PB - D1

I felt motivated and innovative during the sprint and especially during the individual tasks.

PA - D5

Learnt how to sit back and enjoy the ride rather being dominant which was difficult but I pulled it.

PA - D3

My presentation and creativity skills for the interpretation was useful today and overall improved how to deal with stressed people by sitting back enjoy the tasks.

PA - D2

I prefer less talk and just get along with the tasks, even teachers I prefer them to talk talk less and let students work on the tasks.

PA - D1

Preferably the lunch break should be on time to keep the energy levels high.

PA - D1

All the tasks were expected as I already sprint courses but methods were different.

Interacting with outside world (8)

Student interacts with anyone/ anything outside university.

PU - D1

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

PV - D3

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

PC - D3

The CEO of Cesim then joined us and we got to present our ideas to him and get feedback. Over all i think he was happy with us and excited to see more.

PB - D4

Today was a pretty simple day. We had done most of the work already so we focused on the details and our presentation to Cesim. We worked well as a team and accomplished everything that we wanted to. Our approach could have more organized, but in the end I'm not quite sure if that mattered.

[PB - D3](#)

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

[PB - D2](#)

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we well start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

[PA - D5](#)

Interviews went well and bang on with tasks.

Time pressure (22)

Student experiences time pressure.

[PJ - D4](#)

They divided roles very smoothly, but then it got worse. When we realized that we haven't got that much time some of our started to panic and John put the cherry on top by saying that we have chosen a quite complicated software to complete our prototype.

[PJ - D1](#)

I am far from satisfied with my results today because I was stressed and couldn't focus on the tasks. I know I could do a lot better but I give myself a credit for not dying. I would love to go through all the tasks SLOWLY and to discuss how should they be performed in the best possible way - like one more week after the sprint slowly talking it all through. We could call it the "nordic walking" probably :)

[PK - D1](#)

The tasks were fairly new to me, and the fast pace of executing them.

[PS - D2](#)

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

[PU - D5](#)

- I would like to have a bit more time on each task, but I have realized during this week that the deadline is needed for fast results and if we stopped at each task for longer, we wouldn't be done.

[PU - D5](#)

- I was a bit surprised that during the week we didn't form one leader - the one who decides when no one wants to do something. But we were successful, managed to pull off two interviews at the same time, divided the tasks - who is sharing the screen, who is asking the questions, who is taking notes and later putting everything together.

[PU - D4](#)

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

[PU - D1](#)

10. Maybe about the one about the long term goal, because I don't think that the one that got most votes was the best one. And the lecturer that joined in to help us also said that another goal was written better, we could rephrase that one. And we didn't manage to finish the final map, so I think that we would need 20 minutes for that, just to put all the ideas together.

[PU - D1](#)

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

PV - D1

If I had the chance to do this again I probably would approach the tasks differently, because I started the day frustrated and lost because the problems our client were facing weren't completely clear to me but I ended the day motivated and hungry to take on more challenges and this gave me a different perspective on the learning process. No matter how lost we were it didn't stop us from finishing our tasks and that takes patience, which I think we all had as we were waiting for things to start to fall into place which it did at last.

PV - D1

Nothing really surprised me today as I went into this open minded and ready to be challenged, if I had to say one thing that surprised me then maybe how hectic of a day to day schedule we are on. Another thing is that I maybe didn't expect to feel as lost as I did

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

PV - D4

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

PE - D5

I am now ready to leave this chapter and forget about it for some weeks and then maybe come back and read in the book and reflect more since this has been very intense. In the beginning I didn't think it would be this intense since coming up with ideas and creating a prototype is what I do and study but doing it from 10-17 four days in a row hits a different spot.

PE - D5

The beginning of the day I was pretty energised but after the two first interviews I noticed that I was pretty exhausted. I have had a full week even events after the sprint day so I have not had much time to relax and just be.

PE - D3

I am nervous about tomorrows tasks since I think we will have to design our prototype together and that is hard in a six person group. Thursday might be really hard and draining if we are going to have to debate the whole day. Like it says in the book we only have specific sized battery for decision making and debating and when it's gone it's gone for the day.

PE - D1

We didn't have that much time for the tasks which meant that we didn't really get to discuss that much in the group. This lead to that we had to multitask a little bit by having a conversation in the team chat at the same time as we had the question session with the Cesim team which didn't really benefit me since as I wrote before I was pretty lost.

PA - D3

I would have asked team members lets move forward with tasks without stagnation.

PA - D3

The team did very good with the tasks but bit big group to work with, as many are in panic state about creation of storyboard.

PA - D3

I prefer timely breaks before my back breaks.

PA - D3

It was okay today, bit longer than expected and no breaks other than lunch.

PA - D1

Preferably the lunch break should be on time to keep the energy levels high.

Overcoming competency gaps (36)

Student learns more about the subject.

[PJ - D4](#)

The overall mood went straight down below 0. It shook us, we caught the right feet and from that moment on the team worked altogether. Meanwhile I was working on the interview script and reading the Friday chapter once again.

[PJ - D4](#)

They divided roles very smoothly, but then it got worse. When we realized that we haven't got that much time some of our started to panic and John put the cherry on top by saying that we have chosen a quite complicated software to complete our prototype.

[PJ - D1](#)

I finally was able to put into practise my english - after 10 years. And got to refresh my knowledge in marketing. I got to know the start of the sprint and was pleasantly surprised of the method - I like it! At first I was really concerned if I could do this in general. But the "step by step" approach and all the clear guidelines provided by the lecturer helped me lots.

[PI - D2](#)

I liked the way the method made me try out "bad" ideas who I then in someway could make feasible and good. The method was quite fun and i do feel it will be something I'll use in the future when i get stuck.

[PK - D2](#)

And sketching something visual is nice, even if tomorrow might be embarrassing -I tried to draw the pictures as clear as I possibly could

[PK - D2](#)

Today we learned about lightning demos, the four-step sketch (which was fun!!) and solution sketches. The four-step sketch followed this line: notes- ideas - Crazy 8- Solution sketch, which all were fun things to do and new to me as a method and new gained skills now. I'm not good at drawing at all, but it made me laugh so it was a lot of fun.

[PM - D3](#)

I'm not very creative person or i'm not very visual person but in the end of the day we did the storyboard and really liked it actually!

[PQ - D1](#)

Monday was a little bit difficult because of the amount of information we received. I feel a little bit lost, but it is interesting to do tasks and listen. I thought that it will be hart to keep up with tasks but i was pleasently surprised, today's tasks were not difficult, of course there are some adjustment needed but nothing we could not handle. Although it was quite a long day, i've learned a lot. For now I am glad that I chose to participate in this challange.

[PR - D3](#)

I would have wanted to present our sketch better to Cesim employee, we didn't explain it well enough, it lacked some information in the beginning steps, this was a sketch that we chose, but we had chosen to add some parts from other sketches to it, but we had not changed it properly. So it began in a miscommunication, but it all got sorted out, we just could have saved both time and effort if it would have been clearer from the beginning both in our explanations and also the sketch itself.

[PN - D4](#)

Today was a very busy day. I have spent most of it making prototype for tomorrow. It was hard and exhausting picking the right tools for it. Starting at one and then it does not satisfy you and then you start from scratch at the other one. But i am more than happy with the results and also saw interesting ideas from other groups.

[PH - D2](#)

My mural skills are improving at a high pace like never before, I am going to use this platform outside of sprint as well!

Through the tasks I learned that people have differences in how they view group vs personal responsibility. The SPRINT method itself seems to be tested and well adapted for distance based learning.

The whole paper and post-its seem a bit unnecessary.

[PG - D3](#)

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting

conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PL - D2

Yes I read book, so I know it. We talk in group about ideas, and try to decide one the best idea. I learn about sketching, and that was new for me.

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

PO - D2

Today was the first time I did this kind of sketch. It was challenging but I think I managed to do it. I'm really happy with my team I think we are doing great job!

PP - D1

At first I didnt understand nothing, but I think it was my fault also because I couldnt read about the tasks beforehand since I got the book just today. And I also didnt read about client that much beforehand so I had a different thought about the event basically until the second half of the day (when Q&A was happening).

PP - D2

Im glad that we had time today to reflect on the work we did yesterday cuz it was a long day yesterday and not everything was clear until the end for me at least. Today was a new day and it put things more into perspective now.

PP - D5

The week has been so tiring, and today wasnt any different. I suck and diaries, and I hope I never have to write them again.

PG - D1

The Sprint process involves a lot of individual time to reflect on the task and come up with personal ideas. It was surprising, but also comforting when looking at other's sticky notes and realising we all had similar ideas, formulated differently. It gave me confidence to be on the right path.

PG - D1

My favorite task was the How Might We questions. After listening to the experts and taking notes, it as a very nice way to summarise our thoughts and learning outcomes. Organising the HMW sticky notes was quite satisfying, like seeing all our ideas falling into place and order. It just cleared my mind on the situation.

PG - D1

The first tasks (setting long-term goal and finding questions) were quite challenging, but after we got to talk with the CEO and other experts organising the competitions in different countries, I understood a little better our job, and I could target my thoughts on more specific questions and problems. The situation was more clearly defined in many aspects.

PS - D1

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PT - D4

Today was also fun. We were fully prepared for this day and prototyping was great ! I'm looking forward for tomorrow. Today I also got to use my social media skills and be creative so that was nice.

PU - D4

- I was not surprised at the results today, to be honest, I had imagined a different result. We had awesome ideas but in reality they were hard to combine in just one e-mail.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

PV - D1

If I had the chance to do this again I probably would approach the tasks differently, because I started the day frustrated and lost because the problems our client were facing weren't completely clear

to me but I ended the day motivated and hungry to take on more challenges and this gave me a different perspective on the learning process. No matter how lost we were it didn't stop us from finishing our tasks and that takes patience, which I think we all had as we were waiting for things to start to fall into place which it did at last.

PV - D1

So the way we carried out the different tasks was that we started by talking about them and giving practical examples, for example what a long term goal could look like for the company, and after that everyone just had a go at it individually. The most confusing part for us all was the second to last task, the map. Theresa, one of the teachers, tried to help us but I didn't feel like we got the help we were looking for but it was okay since we eventually figured it out.

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

PV - D2

Today was a significantly better day. There wasn't as much confusion as I've been able to process most of yesterday's impression. The tasks weren't as challenging for me today like they were yesterday as I've fully gone into the SPRINT-thinking way which requires quick and analytical thinking, so overall a good day.

PE - D2

The hardest part of today was the last task(s) that we did on our own because I was a bit stuck on my first idea and didn't really know how to do the crazy 8s so that part took a little bit longer to figure out but I managed to do it.

PC - D4

Thursdays sprint was good, i was over all confident for our project, and i am Very lucky with me team as whenever i was confused they helped me! We work well together and got all our tasks done for the day + more! We prepped the questions well for the interviews and i think they are good questions for out interviewees.

PB - D2

Today was also the first day that I personally felt challenged since todays theme was sketching. I have never been a particularly artsy person and have never been able to get my ideas on paper in the form of art. However once I realized that the idea is more important than the actual drawing, I was able to finish the task with ease.

PA - D4

Team tasks was good in learning the skills of what others do and also give concrete feedback.

PA - D5

Learnt how to sit back and enjoy the ride rather being dominant which was difficult but I pulled it.

PA - D2

From learning perspective, I had the wonderful opportunity to get used new tasks like 8 fold method, I was able to think deep and quick.

COLLABORATIVE LEARNING

Leadership and managing people (28)

Student manages other people or is managed by other people.

PI - D3

I wasn't surprised about the results because I really do feel that my team is amazing and innovative, I was surprised though that Linus made such an amazing sketch that really summed up our work during these past few days. I feel like yesterday was a "bad" day and misunderstanding and I'm so happy to have him in my group now

PI - D3

I felt that we as a team got along so well, we all(!) were on the same page and just bounced ideas of each other.

PI - D2

Maybe not my approach to the task, but i wish i had spoken my worries about our new people and welcomed them more and made sure we all were on the same page on Monday as this is only a one-week course and I hope we all applied to this course to do our best and contribute to our teams.

PI - D2

Today I was more focused on my own thinking and trying innovative ideas in my mind and doing the task to reinforce it. I also did feel as we got a problem in our group that I improved my insecurities about both saying my opinion to my teammates even if they are "negative" and even get in touch separately with the teacher to get support when we as a group couldn't fix our problem.

PI - D2

He was one of the two people who wasn't there on introduction on Sunday and kind of got thrown into our group. As i noted i understand that

PI - D2

I felt that we collaborated well as a team with one problem

PI - D1

To complete today's task we focus on working together as a team and both taking and letting teammates put up ideas and space during the passing of the day.

PK - D2

Tuesday was confusing in the sense that our group was a bit undetermined by which way to go with our map. I'm glad we had to check it again after yesterday. It was good that so many parts were done by yourself today, just so you could ground your choices and really think them through. Our group might be "overthinking" some parts of the map a bit and put things there, that might take weeks to implement on their own in an organization. That is why it was valuable to get a chance to think by yourself, too and try to find a simpler solution.

PM - D5

Friday was really nice day! We had 5 interviews with teachers in different school's and countries and the first interview, we were all quite nervous and it went like it was the first one 😬 but the rest of the interviews went really well!!

PR - D3

I knew we were going to look at the solution sketechen and that it would be anonymous and that we would eventually choose or combine. We worked mostly individually and then talked. I am happy with my team, we have better discussions now than in the beginning. We all seem to be more secure in this project now.

PR - D3

We decided in the group to not divide and the solutions all include the same I would say, we are thinking the same thing, but some of us went with more detail than others and we all presented our thoughts and ideas differently.

PN - D2

I guess today was in a way even more confusing than yesterday. Maybe that is because we had individual task and could not cooperate and clarify with our teams. But i liked it too, because it pushed me to the limits and made me think and do everything that seemed to be a good idea. I hope i did well on the tasks and understood them correctly, i guess i will find out tomorrow..

PN - D3

The problem seems clear and the solution is shaping up. Team and I were discussing a lot today and it got us to optimal solutions. I felt great today and got to know my teammates even better. It almost seems that i know them already, because when we were presenting anonymous sketches i've seem to already knew which one of my teammates made which sketch.

PH - D2

My mural skills are improving at a high pace like never before, I am going to use this platform outside of sprint as well!

Through the tasks I learned that people have differences in how they view group vs personal responsibility. The SPRINT method itself seems to be tested and well adapted for distance based learning.

The whole paper and post-its seem a bit unnecessary.

PH - D2

The Tuesday sprint went well. There was more friction within the team, but ultimately for a common goal. A segmentation of approaches within the group seems to be happening, and as a result there are some pros and cons. The 3 key players of the group have revealed themselves and this project could probably be done better with only them, sacrifice some ideas for efficiency.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D4

About my role in the team, well I usually talk too much. I write a lot, I talk a lot... I am an extravert, and I bounce ideas without expecting others to follow them, just to think about it. And then I expect the others to also bounce ideas, and to think together about what we should do. Of course, only during the time where we should discuss, we did many tasks individually. But some of my teammates are shy, or at least they talk less. They certainly have ideas, maybe better than mine, but I guess sometimes they don't have the opportunity to tell them. (note to myself: let others propose things in their own time). People in a team are not thinking equally about communication. It is why working individually on a task, looking at each other's idea, and voting is a very calm and efficient way to brainstorm.

PH - D1

I would like to see a team leader assigned to the teams to make decisions faster

PH - D1

Today we focused on mapping out the problems, through identifying the end goal. The team dynamics seemed to work ok, and we only bogged down a few times. The benefits of working with this model is mostly the documentation, although a lot of residual notes seem to be stacking up.

PO - D3

It was harder than I thought it will be. The hardest thing was to decide what is the best solution. The ideas in the team were very similar this helped us a little. We knew where to concentrate. I don't think we had some difficulties creating the storyline. So everything went well yesterday.

PP - D1

I think we collaborated with each other pretty well - we voted on Mural, we discussed and we talked on Zoom and also on Teams. I kind of feel that at some point I took the leader role (mapping, HMW organizing) but everyone gave their part in team work equally. We did everything first individually, then voted and picked the best suited option, and then if needed added to it to complement it.

PP - D3

Finally the bigger picture is coming together. And I wasn't surprised of the results, I kind of felt that we went to that direction since day 1 when we said that their web page wasn't good. I think I would focus more on team work, because I felt that was lacking a bit in the end - everyone were tired or something and just not there with their mind.

PU - D5

- I was a bit surprised that during the week we didn't form one leader - the one who decides when no one wants to do something. But we were successful, managed to pull off two interviews at the same time, divided the tasks - who is sharing the screen, who is asking the questions, who is taking notes and later putting everything together.

PU - D4

- Maybe I'm just tired on the fourth day, but today felt really chaotic because we had to organize ourselves and there was no one that said ""You need to do THIS now"". We got to the end result anyway, but it wasn't easy.

PU - D2

- The collaboration today was better than yesterday, more team members got involved as they were not as shy as yesterday anymore. I also expressed my opinion on whether we should go one way or

another and after listening to other points of view changed my mind. I can say that the communication was good and so the collaboration was successful as well.

[PU - D1](#)

4. At first we checked in with each other that we understand the task correctly, then did each part individually and then discussed and voted (as we were told to do). One leader formed naturally, but everyone did their part equally.

[PE - D5](#)

I think today went well and I enjoyed to take a back seat and just write notes during the interviews. I usually am the person who does everything in a group project so this was a nice change (this whole week).

[PA - D2](#)

Also quite happy to share my experiences with teammates who run around circles and I love to keep the things simple and move forward by working fast without getting stuck.

Team-work experience (144)

Any student experience connected to a team/group work.

[PJ - D1](#)

Our team formed smoothly. Of course, everybody needed a time to adapt and to understand what's actually happening - some needed more time, some less. I was the one who needed more time :) but I felt safe when I got to know my teammates - they all are very different thus they all bring a different contribution to the work. And we helped each other explaining things.

[PI - D5](#)

I've learnt a lot and had a great time with my group. But I'm also incredibly tired. After we finished the last meeting of the day I literally crashed on my sofa and slept for almost an hour. It's been educational, frustrating, evolving and amazing all at the same time. I'm glad that I participated and have a new perspective and will use some of the methods in my life as a scholar

[PI - D3](#)

I wasn't surprised about the results because I really do feel that my team is amazing and innovative, I was surprised though that Linus made such an amazing sketch that really summed up our work during these past few days. I feel like yesterday was a "bad" day and misunderstanding and I'm so happy to have him in my group now

[PI - D3](#)

As today's task was based on yesterday's sketches it felt like the most natural and easy day as we discussed and decided (were we all voted on the same sketch) on what to base our prototype on. We all agreed that this was the most fun and less demanding of all the days (monday being the roughest). We had some group dynamic problems yesterday, but it really felt that we all came in with a new fresh mind and everybody was supporting and doing their job.

[PI - D3](#)

I felt that we as a team got along so well, we all(!) were on the same page and just bounced ideas of each other.

[PI - D2](#)

Maybe not my approach to the task, but i wish i had spoken my worries about our new people and welcomed them more and made sure we all were on the same page on Monday as this is only a one-week course and I hope we all applied to this course to do our best and contribute to our teams.

[PI - D2](#)

Today I was more focused on my own thinking and trying innovative ideas in my mind and doing the task to reinforce it. I also did feel as we got a problem in our group that I improved my insecurities about both saying my opinion to my teammates even if they are "negative" and even get in touch separately with the teacher to get support when we as a group couldn't fix our problem.

[PI - D2](#)

i felt a lot of us were on the same page, trying to individual opinions or ideas on our agreed and collected HMW question. After we all separately found inspiration for our sketches we noticed two common ways of seeing our problem. Either by focusing on getting the interest of students and/or Unis or through the process of applying. Here is where we encountered our first group dynamic problem. We decided to both make it easier to approach and not risk being too narrow and broad that we should go after our interest in the beginning (finding the inspiration) and through that, go after our own interest and if we want we could also (of course could always do) do other sketches outside or decided interest

[PK - D1](#)

We are a group of four and I think we have already grouped really well -and we have only seen each other since yesterday online. All of us took responsibility on each part and had really interesting thoughts about the sprint topic.

[PK - D2](#)

Tuesday was confusing in the sense that our group was a bit undetermined by which way to go with our map. I'm glad we had to check it again after yesterday. It was good that so many parts were done by yourself today, just so you could ground your choices and really think them through. Our group might be "overthinking" some parts of the map a bit and put things there, that might take weeks to implement on their own in an organization. That is why it was valuable to get a chance to think by yourself, too and try to find a simpler solution.

[PK - D3](#)

What comes to working in this international team, this week has been valuable. I think we have had lots of laughs together.

[PK - D3](#)

Our individual storyboards really started to resemble each other, which made it possible to collaborate easily on the final storyboard. Even though we were a bit lost at the start of the week, this afternoon really showed us what we want to achieve. A really nice way of learning, all in all

[PM - D1](#)

I collaborated with others in our group pretty well. Even though there was couple of people that didn't say a word from the whole day but at least some of us were active so that's good. We did all the task individually today and voted for the best and talked about it a little but that was pretty much all the team work what we did today.

[PM - D3](#)

I feel like it's getting easier everyday when we actually know what are we working on and what are we actually doing. I like how we had quite clear instructions today so it was nice to work on.

[PO - D5](#)

I felt great during the last day. It was just sad that it was coming to an end. I was not doing the interviews so mostly i just had to take notes for the presentation. The interviews went great. I was also doing the final presentation and i think we did well and managed to translate our ideas and thoughts.

[PP - D1](#)

Overall results of what we presented Im satisfied - I think we worked as a team and communicated our ideas well. Tomorrow we can think about what the company CEO said and take that into consideration in next tasks.

[PR - D3](#)

I knew we were going to look at the solution sketechen and that it would be anonymous and that we would eventually choose or combine. We worked mostly individually and then talked. I am happy with my team, we have better discussions now than in the beginning. We all seem to be more secure in this project now.

[PR - D3](#)

We decided in the group to not divide and the solutions all include the same I would say, we are thinking the same thing, but some of us went with more detail than others and we all presented our thoughts and ideas differently.

[PN - D1](#)

I believe that tasks were interested and well prepared. I was actually surprised, because i thought that brainstorming ideas and questions will be difficult, but thoughts were just popping in our minds. Our group had a lot of different ideas and we discussed them and choose the most interesting ones.

[PN - D2](#)

So far SPRINT is very interesting, i feel ideas just flowing sometimes and sometimes have absolutely nothing in my head, but luckily my team is always there.

[PN - D3](#)

The problem seems clear and the solution is shaping up. Team and I were discussing a lot today and it got us to optimal solutions. I felt great today and got to know my teammates even better. It almost seems that i know them already, because when we were presenting anonymous sketches i've seem to already knew which one of my teammates made which sketch.

[PH - D3](#)

We had an easy time splitting in to separate groups and teaming back up

[PH - D2](#)

Collaboration was certainly lower today then yesterday, with two tribes forming in the team, as a result of the discussed approaches.

The Team was a bit confused about task and purpose in the beginning but facilitators reeled us in.

PH - D2

The Tuesday sprint went well. There was more friction within the team, but ultimately for a common goal. A segmentation of approaches within the group seems to be happening, and as a result there are some pros and cons. The 3 key players of the group have revealed themselves and this project could probably be done better with only them, sacrifice some ideas for efficiency.

PG - D5

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

PG - D4

About my role in the team, well I usually talk too much. I write a lot, I talk a lot... I am an extravert, and I bounce ideas without expecting others to follow them, just to think about it. And then I expect the others to also bounce ideas, and to think together about what we should do. Of course, only during the time where we should discuss, we did many tasks individually. But some of my teammates are shy, or at least they talk less. They certainly have ideas, maybe better than mine, but I guess sometimes they don't have the opportunity to tell them. (note to myself: let others propose things in their own time). People in a team are not thinking equally about communication. It is why working individually on a task, looking at each other's idea, and voting is a very calm and efficient way to brainstorm.

PG - D3

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

PG - D3

Nevertheless, I was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PH - D1

Today we focused on mapping out the problems, through identifying the end goal. The team dynamics seemed to work ok, and we only bogged down a few times. The benefits of working with this model is mostly the documentation, although a lot of residual notes seem to be stacking up.

PL - D1

I've read sprint assignments a little bit before. And I listened to the video about the problem. Therefore, it was not completely unknown to me.

I think our team are very good together, and all the tasks we've covered it together.

We discussed and solved all tasks fairly quickly and teamly.

Personally, I improved my skills today by remembering English and doing teamwork. And using new platforms.

I wasn't surprised by the results. I knew right away that we would be able to find a solution.

PO - D3

It was harder than I thought it will be. The hardest thing was to decide what is the best solution. The ideas in the team were very similar this helped us a little. We knew where to concentrate. I don't think we had some difficulties creating the storyline. So everything went well yesterday.

PG - D2

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

PG - D2

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

PG - D2

it was quite intense for my team. Everything didn't go exactly as planned for us at the beginning, but after rectifying our trajectory, our success of the tasks was even more gratifying.

PO - D1

I don't think I was surprised of the results because we did really good work and results were not bad or I can say that I was surprised in a good way. From the first day I can't say that I learned something new because I was a little lost so maybe after few days everything will be more clear and I will point out some new things which I learned. I don't think that I would do something differently because the way in which we did everything was good for me.

PO - D4

At first it was hard to agree on one thing for us. Because everybody had the different insight in what we were planning to do. So we had some difficulties when we were creating it but all in all we managed to do it!

PP - D1

There was team work, and that's the most important thing - we didn't have one person saying "No, this is how things should be" and in my eyes it's so important to work together towards a common goal.

PP - D1

we need to talk and discuss and explain our thoughts a lot. Also planning and seeing the big picture - we had to see the goal to do the tasks good. Also important was expressing yourself in foreign language - we all speak the same language but we are at different levels of speaking English, so what might be understandable for me might not be understandable to some other person.

PP - D1

I think we collaborated with each other pretty well - we voted on Mural, we discussed and we talked on Zoom and also on Teams. I kind of feel that at some point I took the leader role (mapping, HMW organizing) but everyone gave their part in team work equally. We did everything first individually, then voted and picked the best suited option, and then if needed added to it to complement it.

PP - D2

Im glad that we had time today to reflect on the work we did yesterday cuz it was a long day yesterday and not everything was clear until the end for me at least. Today was a new day and it put things more into perspective now.

PP - D2

At some point I felt like we clash with some of our teammates because it was so hard to explain myself. Everyone takes things from their own perspective and experience and that made us see the problem differently. But in the end we decided that everyone takes the road they think is the best and we will see what happens tomorrow - I think that was a great idea because we did circles around the same problem coming back to the same spot as we begin with.

PP - D3

Finally the bigger picture is coming together. And I wasn't surprised of the results, I kind of felt that we went to that direction since day 1 when we said that their web page wasn't good. I think I would focus more on team work, because I felt that was lacking a bit in the end - everyone were tired or something and just not there with their mind.

PP - D3

I think at first we worked together today pretty well, but towards end everyone was kind of off or something like that. I saw team mate trying hard for us to finish but not many people were doing their part and had to ask over and over again if we agree. Im glad we got to the result, and Im glad that we agreed that the end to work with one thing.

PP - D3

Today was a mess. This is I think the most tired Ive felt during this Sprint. We had an idea for one thing, and it felt to me that in the beginning we presented another thing. We were all over the place and not focusing on one thing. We started focusing when Veijo finally came in and asked what do we want to do in the end.

PP - D4

Today I was more like supportive role, helping with design and not doing that much myself (not like hands-on thing) - I still could do creative thinking so that's good, I could at least use some skills today besides working as a team.

PP - D4

I think the time table should be done more precisely - today I was happy when it was almost four and then we had to go in to present our ideas to everyone. I was disappointed, because I made plans

taking into consideration the timetable online. The tasks were okay, they made sense, and helped us with the end goal

PP - D4

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think its okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

PP - D5

Today I learned to listen and to get feedback and work with it. The tasks were good, it helped us to get to end goal. Most of the work load was on one person today as she was doing interviews, other were just listening and making notes. Im glad it came to one picture finally.

PQ - D2

It is becoming easier to chat with my group members, today i found out about new ways of solving problems. I like how dicussions with my team mates shows me how different we all are, but at the end of the day all of us want to achieve the same thing.

PQ - D4

all in all the creating process was fun, there were more communication between all of us. at the end of the day all of us were tired but happy that we did the hardest work in only few hours.

PG - D1

The Sprint process involves a lot of individual time to reflect on the task and come up with personal ideas. It was surprising, but also comforting when looking at other's sticky notes and realising we all had similar ideas, formulated differently. It gave me confidence to be on the right path.

PG - D1

We ""met"" today while reflecting over the tasks, and voting. We were all quite lost at the beginning. I find the Sprint being online makes it really hard to have a dynamic workplace, everything takes longer and communication can be challenging. But now I know a little bit better everyone, and I understood most of how Mural works.

PF - D5

I would like to thank everyone involved for this experience!

PR - D2

Not really, perhaps I would present my idea in task 1 better, answer more questions about it without having them ask me, be more clear really.

PR - D2

I thought about problem solving, I listened to my group members, we discussed what would be best, our thoughts, our understandings and tried to decide what we are going to focus on, universities first, then students. Since students need universities to sponsor them.

PR - D2

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

PR - D2

We collaborated well I think, I had more to say than on monday, I felt more secure in what the problem was, I also decided not to think too much about what's right or not, what I mean is, I decided that all ideas for problem solving were good ideas and that every thought can wake other thoughts and ideas in others. We presented our ideas, the first task, and after that we all got more ideas and kind of put ours together I feel like.

PR - D2

Better than yesterday, I felt more ready than on monday. There were some fun assignments, challenging, our group got more talking than the day before. We worked on some good ideas and all members had different views which made it more interesting.

PR - D1

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and 1 specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

PR - D1

I felt confused at first, but understood better or at least felt more comfortable when working in Mural with the teams.

PS - D4

Today we didn't spend much time in the main room, we were mostly in the breakout rooms working on the prototype and the presentation. There wasn't anything too special happening as in we had divided the work between us. So we were just working independently on our parts of the presentation. But day by day, working with the group keeps on getting more efficient and better. Since the more we work together the better we get.

PS - D2

Time management is maybe a skill that is being improved while I am taking part in this. Team worked better today, we seem to be more used to each other by today and communications are going great.

PS - D1

The teams that were formed, were great because they were random so we had to open up and talk to each other. Today it still felt a bit disorganized, but maybe its supposed to be like that.

PT - D4

Today was also fun. We were fully prepared for this day and prototyping was great ! I'm looking forward for tomorrow. Today I also got to use my social media skills and be creative so that was nice.

PT - D1

I think I collaborate good with others. Our team worked really good and everybody participated to every task and we had lots of fun even tho we didn't know each other at all.

PU - D5

- I learned that I need to work on my teamwork skills, because used to never like working in a team. But this time the team was great so I liked it. Putting together a good team is hard but very much needed.

PU - D5

- I was a bit surprised that during the week we didn't form one leader - the one who decides when no one wants to do something. But we were successful, managed to pull off two interviews at the same time, divided the tasks - who is sharing the screen, who is asking the questions, who is taking notes and later putting everything together.

PU - D5

- Collaboration was good, it was hard to decide who does what because nobody wanted to be the one asking questions (because we were all shy). But at the end we cooperated very well and got the results we needed.

PU - D4

- Yes I would approach the tasks differently. I would make my team start doing everything together. For example, the first thing we all needed to do was creating the text to put in e-mail. Once we have at least the titles, two people can start putting them into a program (so that we would have a second version in case we don't like the first one). Then as we have gotten the idea of how is it going to look like, the interviewer can start thinking about the script. And one can be like an assistant and help writers with writing, stich ideas to the makers and look for pictures to add to the e-mail.

PU - D4

- Maybe I'm just tired on the forth day, but today felt really chaotic because we had to organize ourselves and there was no one that said ""You need to do THIS now"". We got to the end result anyway, but it wasn't easy.

PU - D4

- I learned that doing the prototype, was really hard if we have to work on zoom. This is the only day I really wished we were all in one room. I also learned that if I don't like one program, I don't have to "push it" and I can pick and start trying out a different one, because there are plenty of options.

PU - D4

- As mentioned in the first paragraph, today was hard, in my opinion. It took us an hour to realize that we need a different approach. But after lunch we were able to carry out the tasks. And after consultation at three it was clear what we need to perfect so that we would be ready for tomorrows interviews.

PU - D4

- I think today was the hardest day for collaboration, we had to organize ourselves. When working individually, I only had to think about what I have to do, but today we had to figure out who does what individually and be able to put it all together. But overall, we got everything done

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PU - D3

- I would not have done the tasks differently.

- I think that we had enough discussions today with the team, decision maker and the teachers

PU - D3

- I learned that to get a good result, we need to think and do some things individually and then discuss what have we come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

PU - D3

- I was very surprised at the results, we did a good job. On Monday I kind of didn't believe that we can do this but every day I'm more and more satisfied with me and my team.

PU - D3

- After receiving the tasks, we made sure that we all understand what we are supposed to do and we each did our part individually and then discussed. Today was more about the deciding and really didn't have to come up with new ideas, just make the existing ideas more organized.

PU - D3

- Collaborations keep getting better as we get to know each other. Everybody takes into account the opinion of everyone else.

PU - D3

- Today I felt really proud of myself and my team, Monday was the hardest, yesterday it was sort clear but today we were a lot more sure of our solutions. Although at around three I wasn't feeling energized anymore and wished we were done for today.

PU - D2

- I was surprised at the results in a positive way. I always knew that I like working alone better and today I had enough time to focus on my idea and write it down and organize clearly. Even though I didn't understand the tasks right away, the sprint book helped a lot with the explanations and examples.

PU - D2

- After receiving the tasks, we made sure that we all understand what we are supposed to do. We each did our part individually and then discussed. Some of us had more ideas, some of us had only a few but combined together, we had several possible solutions that we could work on tomorrow. As we were discussing, we realized that it is not enough to focus on the students only, we need to put bigger emphasis on communication with universities, even though yesterday we all voted on students. But we were able to adapt and plan accordingly.

PU - D2

- The collaboration today was better than yesterday, more team members got involved as they were not as shy as yesterday anymore. I also expressed my opinion on whether we should go one way or another and after listening to other points of view changed my mind. I can say that the communication was good and so the collaboration was successful as well.

PU - D1

10. Maybe about the one about the long term goal, because I don't think that the one that got most votes was the best one. And the lecturer that joined in to help us also said that another goal was written better, we could rephrase that one. And we didn't manage to finish the final map, so I think that we would need 20 minutes for that, just to put all the ideas together.

PU - D1

9. I would communicate with my team more, but I don't want it to sound like we didn't communicate enough. The easiest task was the one right after the questions for Veijo and the team (HMW), as for the other tasks, the only problem might have been that I didn't have as many ideas, but I really couldn't make my mind think faster.

PU - D1

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

[PU - D1](#)

4. At first we checked in with each other that we understand the task correctly, then did each part individually and then discussed and voted (as we were told to do). One leader formed naturally, but everyone did their part equally.

[PU - D1](#)

3. The collaboration went well, not all students were active, but the ones that were, were very helpful. And we helped each other if any of us didn't quite understand what to do. I had problems with MS teams at first and one girl said not to worry, she will send me all the info that I need individually.

[PV - D1](#)

So the way we carried out the different tasks was that we started by talking about them and giving practical examples, for example what a long term goal could look like for the company, and after that everyone just had a go at it individually. The most confusing part for us all was the second to last task, the map. Theresa, one of the teachers, tried to help us but I didn't feel like we got the help we were looking for but it was okay since we eventually figured it out.

[PV - D1](#)

Me and my teammates collaborated mostly just by discussing the tasks with each other to make sure everyone sort of understood what we were supposed to do, and then everyone just carried on doing their thing. I feel like the communication between us was very easy but I wish that we talked a bit more with each other instead of just staying in our own little bubble during the tasks but I also understand that some people like it that way so I'm fine with it. The voting part at the end of every task was very smooth, everyone respected the results but I noticed that we all sort of have similar ways of thinking so that also explains why we didn't have much to say to each other or about the results.

[PV - D2](#)

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

[PV - D2](#)

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advice on how to deal with our sudden shift in focus. She gave some insightful advices and those were enough to help us come up with a solution everyone could get behind.

[PV - D3](#)

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

[PV - D3](#)

The collaboration with my teammates was a lot better today as we seem to be on the exact same path after working together for 3 days which is very positive for the group dynamic and it also gave us a good flow on today's task, more specifically the storyboard we worked on at the end of the day.

[PV - D3](#)

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

[PV - D4](#)

So as mentioned before today's task was to create a prototype and my team and I carried out the task by dividing into two groups of 3. One group worked on the design (layout of the newsletter etc) and the other group worked on the text (the content of the newsletter) and then after lunch we regrouped to work on bringing it all together. I was in the group that was in charge of the text because that's where I felt like I could contribute the most, the prototype was based on my solution sketch after all.

[PV - D4](#)

The collaboration within our group today was the best of the entire week in my opinion despite of what happened with that one group member. Our thoughts were perfectly aligned and we knew exactly where we had each other during the process of creating our prototype. During the day I could feel like that our group dynamic had developed and thinking of it now I'm a little sad that we made this progress on the second to last day together. But at the same time I'm not surprised it took us these many days because 5 days ago I didn't even know these people existed.

[PV - D4](#)

A little disappointed though that a member of our team didn't contribute anything to today's task, but it wasn't something I felt like bringing up since this person had actually been very engaged in the tasks throughout the week and I assumed that there had to be a good explanation for their absence today during the task.

[PF - D4](#)

Today I felt even better than yesterday because we had a clear vision and we were able to finally create a visible prototype. I did look at the tasks from the schedule before. We collaborated well today. Just like yesterday.

[PF - D3](#)

I was surprised at the results this time because the sketch I did was not for the whole process but most of my teammates did it for the whole process. I learned not to mess with my audio and learned where would be possible to create a cartoon story. I would maybe do the sketching for the whole process next time.

[PF - D1](#)

I wasn't surprised at the results. I especially learned to listen and collaborate more. If I had to do the tasks again, I would not approach them any differently.

[PF - D1](#)

I knew that today we will start to understand what we will be doing and start to map out certain things, but I didn't know about the details of these activities. I think because we were all figuring out what we should be doing the collaborative work wasn't going very smoothly but I know that it will get better as we get more familiar with the project.

[PE - D5](#)

I think today went well and I enjoyed to take a back seat and just write notes during the interviews. I usually am the person who does everything in a group project so this was a nice change (this whole week).

[PE - D3](#)

I am nervous about tomorrow's tasks since I think we will have to design our prototype together and that is hard in a six person group. Thursday might be really hard and draining if we are going to have to debate the whole day. Like it says in the book we only have specific sized battery for decision making and debating and when it's gone it's gone for the day.

[PE - D3](#)

I was really nervous about how the day would unfold because I felt like in our groups we are responding and understanding things in different ways and are understanding the task differently. This can be really good or bad.

[PE - D3](#)

Today I also read the day in the book before we started to work in zoom and I think it really helps to clarify things. Other people in the group who didn't read the book before were really lost on what

to do since Most of these steps have many steps in them. We are still doing the tasks a little bit different from what the book says which makes it a little bit harder.

[PE - D2](#)

In the beginning of the day I felt more confident and I really like the first task where we were supposed to search for other solutions in other companies and products. I felt like my team was on the same page and we really worked together. Later though I found out we had different opinions or our focus laid in different parts of our ideas. That made it slightly harder to come to a conclusion but we decided that everyone should make a sketch of their idea and that we can decide tomorrow.

[PD - D4](#)

Thursday was a better day than Wednesday. We did very many things as a team, but we had our own roles so we kind of worked individually, but were also contacting with each other.

[PD - D2](#)

The team is still nice, although today we had more discussion and maybe disagreements, but I think it is a good thing in this project. Maybe the fact that we didn't have to decide anything today, made us more loose about letting our opinions know to others.

[PD - D2](#)

Today in the morning I felt still confused. As the day went by, I started to feel more confident and better, since we managed to make the problem more certain what we were about to fix.

[PC - D4](#)

Thursdays sprint was good, i was over all confident for our project, and i am Very lucky with me team as whenever i was confused they helped me! We work well together and got all our tasks done for the day + more! We prepped the questions well for the interviews and i think they are good questions for our interviewees.

[PC - D3](#)

i can honestly say that i was a little bit surprised of how well me and my team did today, just because this is a first SPRINT course for all of us, but we are well on our way to finish this project, and i am proud so far.

[PC - D3](#)

Today's sprint went well, me and my team worked so well together today.

[PF - D5](#)

We collaborated quite nicely.

[PC - D1](#)

First day of SPRINT was today and i think it went well. I feel very lucky because my team is great and we work well together. Team name is Coffee addicts which is very accurate as we all do love coffee.

[PB - D4](#)

To sum up the day: We worked together well and split ourselves further into two teams to be more efficient. Our demo is ready and I feel that I gained some new skills during the process of building it. Creative thinking was a weakness for me before the week but I feel that I improved in that at least a little bit and also gained some new tools for creative tasks.

[PB - D4](#)

Today the common theme of the week continued as it seemed that people didn't want to follow the guidelines. We were able to get everything required done but at least I felt that during the last two days this has been more of a normal student project instead of a sprint design.

[PB - D4](#)

Today was a pretty simple day. We had done most of the work already so we focused on the details and our presentation to Cesim. We worked well as a team and accomplished everything that we wanted to. Our approach could have more organized, but in the end I'm not quite sure if that mattered.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D3](#)

The only real problem that accrued was that we were getting a little too excited. We felt that we didn't need all of the steps in the sprint guide and part of them were forgotten completely. However maybe that is a sign that all of the steps/tasks aren't required for the method to work.

[PB - D3](#)

The second half of the day one could sense a new kind of motivation and eagerness to start working. Everyone could start to visualize what we had to get done and what value we could provide to Cesim. As a team we got along great and everyone could feed of each others ideas

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we well start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

[PB - D2](#)

Today was the first day that we had true disagreements. Various people wanted to take a different approach and in the end we didn't really resolve these disagreements, we just kind of continued with the next steps according to the methodology.

[PB - D1](#)

One could notice that certain team members took different kinds of roles. This affected the efficiency of the sprint method in a negative way. For example having a unofficial project manager who doesn't know the method properly makes following the "rules" a lot harder.

[PB - D1](#)

Other than that the team performed well.

[PB - D1](#)

We were all strangers at first, but because of the time constraints we had to work together immediately and that brought us together quickly.

[PB - D1](#)

Teamwork was the unofficial theme of the day.

[PB - D1](#)

During the sprint felt almost heavy in the sense that everything was new and everyone was a stranger.

[PA - D5](#)

If I had to approach then yes, I would redo everything in prototype part as per marketing perspective which was not applied by the maker.

[PA - D5](#)

Tasks were clearly divided, the one who worked on certain aspect made presentation about it.

[PA - D5](#)

Team was good in communicating constructively and thats important for me.

[PA - D5](#)

Knew what was coming at us and was easier to work around now after four days of collaboration.

[PA - D4](#)

Team tasks was good in learning the skills of what others do and also give concrete feedback.

[PA - D4](#)

It was good but also slow in terms of how people work.

[PA - D4](#)

Collaboration was good and was smooth but not easy to keep everyone on same page.

[PA - D3](#)

I would have asked team members lets move forward with tasks without stagnation.

[PA - D3](#)

My presentation and creativity skills for the interpretation was useful today and overall improved how to deal with stressed people by sitting back enjoy the tasks.

[PA - D3](#)

The team did very good with the tasks but bit big group to work with, as many are in panic state about creation of storyboard.

[PA - D2](#)

We were able discuss amicably and debate with concrete points to move forward in task division.

[PA - D2](#)

Collaboration was good, trying to work people from other countries needs more patience which I have in me because of my previous projects in school in multicultural environment.

PA - D2

Also quite happy to share my experiences with teammates who run around circles and I love to keep the things simple and move forward by working fast without getting stuck.

PA - D1

Collaboration is amazing and I love coordinating by taking initiatives.

Individual differences (42)

Student experiences individual differences in a team or in the class.

PJ - D2

I'm still on my reflections if we have chosen the right path, target to focus on. I would do different but hey - this is teamwork and I support democracy and go with the majority. I introduced them with my ideas and visions but theirs are similar so I'm a minority and now doing the best possible in this option :)

PI - D2

Maybe not my approach to the task, but i wish i had spoken my worries about our new people and welcomed them more and made sure we all were on the same page on Monday as this is only a one-week course and I hope we all applied to this course to do our best and contribute to our teams.

PP - D1

I was quite surprised at the last part of the day when we showed everyone what we had done. Surprising part was that a company doesn't care about numbers.. I work as a project manager coordinating different events across Estonia, and numbers are what the company expects me to fill. So that seemed a bit off. Because numbers are the goal and we think of the way.

PH - D2

My mural skills are improving at a high pace like never before, I am going to use this platform outside of sprint as well!

Through the tasks I learned that people have differences in how they view group vs personal responsibility. The SPRINT method itself seems to be tested and well adapted for distance based learning.

The whole paper and post-its seem a bit unnecessary.

PG - D4

About my role in the team, well I usually talk too much. I write a lot, I talk a lot... I am an extravert, and I bounce ideas without expecting others to follow them, just to think about it. And then I expect the others to also bounce ideas, and to think together about what we should do. Of course, only during the time where we should discuss, we did many tasks individually. But some of my teammates are shy, or at least they talk less. They certainly have ideas, maybe better than mine, but I guess sometimes they don't have the opportunity to tell them.(note to myself: let others propose things in their own time). People in a team are not thinking equally about communication. It is why working individually on a task, looking at each other's idea, and voting is a very calm and efficient way to brainstorm.

PG - D4

I was on the writing group, and with Tuesday afternoon, it was the most creative time for me. Except now it was very concrete, and I knew this was going to be tested to teachers and presented to the CEO! All day, i was feeling nervous about what would the others think; but probably not in a good way, because I was afraid them to judge. Well, this is kind of what we want. And then, I understood very well why the interviewer should not have taken part of the project. I worked quite intensely on the same thing this week. And now I should be neutral and ask testers to assess our whole work.

PG - D3

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PG - D1

The biggest issue I encountered today was time management. I found the time for explaining the task and the time to actually do the task was a bit unbalanced; especially at the end, we had a very short time to map, and target our problem. We are all supposed to have read the book, so I found the time to explain a bit repetitive; plus, it did not allow us enough time after to work in breakout-rooms.

PG - D2

And whenever something is not going the way someone said it should, I feel insecure. But after we took the decision to change our target customer and agreed on it as a team, I felt like a real team spirit was starting to appear. We also found our team name: the Mountain Crew !

PG - D2

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

PP - D1

we need to talk and discuss and explain our thoughts a lot. Also planning and seeing the big picture - we had to see the goal to do the tasks good. Also important was expressing yourself in foreign language - we all speak the same language but we are at different levels of speaking English, so what might be understandable for me might not be understandable to some other person.

PP - D3

Finally the bigger picture is coming together. And I wasn't surprised of the results, I kind of felt that we went to that direction since day 1 when we said that their web page wasn't good. I think I would focus more on team work, because I felt that was lacking a bit in the end - everyone were tired or something and just not there with their mind.

PP - D5

The week has been so tiring, and today wasn't any different. I suck and diaries, and I hope I never have to write them again.

PG - D1

The Sprint process involves a lot of individual time to reflect on the task and come up with personal ideas. It was surprising, but also comforting when looking at other's sticky notes and realising we all had similar ideas, formulated differently. It gave me confidence to be on the right path.

PR - D2

Better than yesterday, I felt more ready than on Monday. There were some fun assignments, challenging, our group got more talking than the day before. We worked on some good ideas and all members had different views which made it more interesting.

PR - D1

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

PS - D4

Today we didn't spend much time in the main room, we were mostly in the breakout rooms working on the prototype and the presentation. There wasn't anything too special happening as in we had divided the work between us. So we were just working independently on our parts of the presentation. But day by day, working with the group keeps on getting more efficient and better. Since the more we work together the better we get.

PU - D3

- I learned that to get a good result, we need to think and do some things individually and then discuss what have we come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

PU - D1

3. The collaboration went well, not all students were active, but the ones that were, were very helpful. And we helped each other if any of us didn't quite understand what to do. I had problems with MS teams at first and one girl said not to worry, she will send me all the info that I need individually.

PV - D1

The skill I think I improved the most today was my quick thinking. We didn't have much time on each task so we had to think and make decisions very quickly, so even when I didn't fully understand a task, like the map, I had to quickly come up with a plan and execute it and at that time I could only do what I thought was right and it ended up being an alright map even though I wasn't completely happy with it, I got the job done.

PV - D1

Me and my teammates collaborated mostly just by discussing the tasks with each other to make sure everyone sort of understood what we were supposed to do, and then everyone just carried on doing their thing. I feel like the communication between us was very easy but I wish that we talked a bit more with each other instead of just staying in our own little bubble during the tasks but I also understand that some people like it that way so I'm fine with it. The voting part at the end of every task was very smooth, everyone respected the results but I noticed that we all sort of have similar ways of thinking so that also explains why we didn't have much to say to each other or about the results.

[PV - D2](#)

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advice on how to deal with our sudden shift in focus. She gave some insightful advices and those were enough to help us come up with a solution everyone could get behind.

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The collaboration with my teammates was a lot better today as we seem to be on the exact same path after working together for 3 days which is very positive for the group dynamic and it also gave us a good flow on today's task, more specifically the storyboard we worked on at the end of the day.

[PE - D4](#)

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nerves. That is one thing have been working on and have to continue to work on.

[PE - D1](#)

We were told that we had done a lot today and even though we haven't had that many breaks I don't feel like I have accomplished a lot.

[PE - D1](#)

I am more used to the brainstorming technique in a group. I think that it is probably good to learn and get used to new techniques that you can use later in other projects. I am trying to keep an open mind and to learn from this but I still think that maybe for the first time it would be beneficial to work in a group and solve the problems together.

[PD - D4](#)

Thursday was a better day than Wednesday. We did very many things as a team, but we had our own roles so we kind of worked individually, but were also contacting with each other.

[PD - D2](#)

We got to do more individual things today, so it was a bit quiet but kind of relaxing as well. In the end we had to do a sketch individually and I think I did good, but we will see the result of it tomorrow morning, which makes me a little bit excited.

[PB - D4](#)

The interview part of the sprint process fascinated me and was the part I was looking forward to. Unfortunately most of the team wanted to take a different approach than in the book so it will stay a mystery if the methods mentioned in the book actually work.

[PB - D4](#)

Today the common theme of the week continued as it seemed that people didn't want to follow the guidelines. We were able to get everything required done but at least I felt that during the last two days this has been more of a normal student project instead of a sprint design.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

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seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we will start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

[PB - D2](#)

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One could notice that certain team members took different kinds of roles. This affected the efficiency of the sprint method in a negative way. For example having a unofficial project manager who doesn't know the method properly makes following the "rules" a lot harder.

[PA - D5](#)

If I had to approach then yes, I would redo everything in prototype part as per marketing perspective which was not applied by the maker.

[PA - D4](#)

Collaboration was good and was smooth but not easy to keep everyone on same page.

[PA - D3](#)

I would have asked team members lets move forward with tasks without stagnation.

[PA - D3](#)

The team did very good with the tasks but bit big group to work with, as many are in panic state about creation of storyboard.

[PA - D3](#)

I prefer timely breaks before my back breaks.

[PA - D2](#)

Collaboration was good, trying to work people from other countries needs more patience which I have in me because of my previous projects in school in multicultural environment.

[PA - D2](#)

Also quite happy to share my experiences with teammates who run around circles and I love to keep the things simple and move forward by working fast without getting stuck.

LEARNING ENVIRONMENT

Time on task (51)

Student reflects on time allocated to / or to complete a task.

PI - D3

The only negative for today was the bigger technical issues. Personally, losing around 20 minutes at the beginning and then having the teachers speak about the weather and take more of the time was annoying. I wished the teacher's spoke more before the start of the day instead of during the break as it has several times cut into our time for slides and information. Sometimes it even made me feel lost in the timetable even if I've read the book and noted down from Sprintshel's own website

PK - D2

Also I liked that the stages didn't last for long - giving a stage 20-20-8-45 minutes was effective and it's true: why would you think about things more at this point when this method can be really fruitful.

PK - D5

In the afternoon we represented our work to Cesim CEO Veijo, and it looked like he was quite impressed by all the teams' work. I agree, I would not have believed how much was done in just one week if somebody had told me this in advance.

PM - D5

We had quite lots of free time because we had two interviews at the same time twice, so we divided our group for two so it went really quickly.

PG - D3

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

PG - D1

The biggest issue I encountered today was time management. I found the time for explaining the task and the time to actually do the task was a bit unbalanced; especially at the end, we had a very short time to map, and target our problem. We are all supposed to have read the book, so I found the time to explain a bit repetitive; plus, it did not allow us enough time after to work in breakout-rooms.

PG - D2

I expected a lot of this afternoon; I find the process of generating new ideas fascinating. I had all the information I needed from yesterday and this morning, and this afternoon was the time to really create something new. This step of gathering all my thoughts and knowledge that has been processed and assimilated throughout the day to sketch an innovative solution required a lot of energy. But surprisingly, it was quite quick. When I read the book, I did not believe that 90 minutes would actually be enough.

PG - D2

We had much more time than yesterday to conduct all the tasks, and after an important and agitated reassessment of our conclusion of Monday (that is, our target customer and step in the map to focus on), we finally agreed on what problem our sketch would focus on.

PP - D1

At some point it felt like we are rushing like crazy and our end results suffered a bit because of that also.

PP - D4

I think the time table should be done more precisely - today I was happy when it was almost four and then we had to go in to present our ideas to everyone. I was disappointed, because I made plans taking into consideration the timetable online. The tasks were okay, they made sense, and helped us with the end goal

PR - D2

I go in with no specific expectations, so not really surprised, but I did not know what we were doing until today so I did not expect it either. Mostly I learned more about the problem I feel like. Still trying to trust the process. I feel better about it today as previously mentioned.

PR - D2

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same

thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

PR - D2

We collaborated well I think, I had more to say than on Monday, I felt more secure in what the problem was, I also decided not to think too much about what's right or not, what I mean is, I decided that all ideas for problem solving were good ideas and that every thought can wake other thoughts and ideas in others. We presented our ideas, the first task, and after that we all got more ideas and kind of put ours together I feel like.

PR - D1

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

PR - D1

I knew we were supposed to solve a business problem, and I knew it was something about a competition in China, the information I had was what we got sent in email, 3 videos, 1 of them was a short presentation of this competition. What the task is, is still unclear to me in a way. But today's tasks, the long term plan, maps, hmw and so on felt okay.

PS - D2

Time management is maybe a skill that is being improved while I am taking part in this. Team worked better today, we seem to be more used to each other by today and communications are going great.

PS - D2

Today was easier to digest, unlike yesterday where everything was thrown at you at once. It felt like I was able to keep up well this time. We also got the opportunity to think more creatively, and I feel like I have started to adjust to the short period of time we have to complete tasks

PS - D1

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PT - D5

Today were TOO LONG like we were talking at the end the same things. I'm glad that this is over but I'm also glad that I joined this cause it was a great experience !

PU - D5

- I would like to have a bit more time on each task, but I have realized during this week that the deadline is needed for fast results and if we stopped at each task for longer, we wouldn't be done.

PU - D5

- I view the learning process very positively. I think that learning through practical experience is very much necessary and this week was all about that.

PU - D5

- I was surprised at the results, I honestly didn't expect such positive feedback and valuable suggestions. Also at looking at the overall result (it is good) but I would like to have the second sprint week to make the final-final prototype with the suggestions and I would also like to work with the other teams, because we made different prototypes and we all complemented each other - our team had some good ideas that other teams could use.

PU - D5

- Today I felt tired after the week but motivated because this was the last day. Now I'm happy that I have the weekend for some rest.

PU - D4

- Not really. The working part felt pretty stressful today, but at the end of the day we got the result and already had the chance to ask additional questions, so we're ready for tomorrow."

PU - D4

- Maybe I'm just tired on the fourth day, but today felt really chaotic because we had to organize ourselves and there was no one that said ""You need to do THIS now"". We got to the end result anyway, but it wasn't easy.

PU - D4

- As mentioned in the first paragraph, today was hard, in my opinion. It took us an hour to realize that we need a different approach. But after lunch we were able to carry out the tasks. And after consultation at three it was clear what we need to perfect so that we would be ready for tomorrow's interviews.

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PU - D3

- I would not have done the tasks differently.

- I think that we had enough discussions today with the team, decision maker and the teachers

PU - D3

- I learned that to get a good result, we need to think and do some things individually and then discuss what we have come up with and then we can piece everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

PU - D3

- Today I felt really proud of myself and my team, Monday was the hardest, yesterday it was sort clear but today we were a lot more sure of our solutions. Although at around three I wasn't feeling energized anymore and wished we were done for today.

PU - D2

- I think I wouldn't approach anything differently, everything worked out well. The explanations what to do and where to start were given clearly enough.

- No, today everything was going well and we had enough time to do everything.

PU - D2

- I was surprised at the results in a positive way. I always knew that I like working alone better and today I had enough time to focus on my idea and write it down and organize clearly. Even though I didn't understand the tasks right away, the sprint book helped a lot with the explanations and examples.

PU - D2

- After receiving the tasks, we made sure that we all understand what we are supposed to do. We each did our part individually and then discussed. Some of us had more ideas, some of us had only a few but combined together, we had several possible solutions that we could work on tomorrow. As we were discussing, we realized that it is not enough to focus on the students only, we need to put bigger emphasis on communication with universities, even though yesterday we all voted on students. But we were able to adapt and plan accordingly.

PU - D1

10. Maybe about the one about the long term goal, because I don't think that the one that got most votes was the best one. And the lecturer that joined in to help us also said that another goal was written better, we could rephrase that one. And we didn't manage to finish the final map, so I think that we would need 20 minutes for that, just to put all the ideas together.

PU - D1

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

PV - D1

If I had the chance to do this again I probably would approach the tasks differently, because I started the day frustrated and lost because the problems our client were facing weren't completely clear to me but I ended the day motivated and hungry to take on more challenges and this gave me a different perspective on the learning process. No matter how lost we were it didn't stop us from finishing our tasks and that takes patience, which I think we all had as we were waiting for things to start to fall into place which it did at last.

PV - D1

Nothing really surprised me today as I went into this open minded and ready to be challenged, if I had to say one thing that surprised me then maybe how hectic a day to day schedule we are on. Another thing is that I maybe didn't expect to feel as lost as I did

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were

given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

[PF - D4](#)

Today I felt even better than yesterday because we had a clear vision and we were able to finally create a visible prototype. I did look at the tasks from the schedule before. We collaborated well today. Just like yesterday.

[PF - D1](#)

Today I felt a little bit confused but in overall it was a good day. Of course after 7h-s of work I was also quite tired.

[PE - D1](#)

We didn't have that much time for the tasks which meant that we didn't really get to discuss that much in the group. This led to that we had to multitask a little bit by having a conversation in the team chat at the same time as we had the question session with the Cesim team which didn't really benefit me since as I wrote before I was pretty lost.

[PE - D1](#)

We were told that we had done a lot today and even though we haven't had that many breaks I don't feel like I have accomplished a lot.

[PE - D1](#)

I felt a bit frustrated today since we had pretty much to do and since I hadn't got a clear picture of what the client wanted it was pretty hard to start doing the tasks alone and not in a group like a brainstorm.

[PD - D2](#)

Today I wasn't as tired as yesterday and I feel pretty okay.

[PC - D4](#)

Thursdays sprint was good, i was over all confident for our project, and i am Very lucky with me team as whenever i was confused they helped me! We work well together and got all our tasks done for the day + more! We prepped the questions well for the interviews and i think they are good questions for our interviewees.

[PB - D1](#)

We were all strangers at first, but because of the time constraints we had to work together immediately and that brought us together quickly.

[PA - D3](#)

I prefer timely breaks before my back breaks.

[PA - D3](#)

It was okay today, bit longer than expected and no breaks other than lunch.

[PA - D2](#)

I prefer less talk and just get along with the tasks, even teachers I prefer them to talk less and let students work on the tasks.

[PA - D2](#)

It was much better today because of right amount of breaks in between to power up.

[PA - D1](#)

Preferably the lunch break should be on time to keep the energy levels high.

Reflective interaction with teacher (40)

Student reflects on interaction with teacher.

[PI - D3](#)

The only negative for today was the bigger technical issues. Personally, losing around 20 minutes at the beginning and then having the teachers speak about the weather and take more of the time was annoying. I wished the teacher's spoke more before the start of the day instead of during the break as it has several times cut into our time for slides and information. Sometimes it even made me feel lost in the timetable even if I've read the book and noted down from Sprints own website

[PI - D3](#)

If this course would be held online again i wish the teachers would take more time on communications between them and the company so we don't have to explain the basics for an example that we use Mural.

[PI - D2](#)

As Monday I read the corresponding chapter in the book and in a way I felt more prepared than some teachers it seems. It felt like the teachers didn't have a lot of communication before hand about the agenda of the day instead they choose to sometimes cut into our discussion/lunch time which in some (often minimal) way distract us from the goal of the current task

[PI - D1](#)

I understand the teachers and Cesim personnel confusion and when they got lost as this is a special year with both distance meetings through zoom (which is harder to control) and time table which isn't adapted to an online course. I do think they handled as well as they could and we as students and teachers will improve by the day and adapt as obstacles occur.

[PK - D1](#)

We had acted as instructed throughout the day -it's understandable that their focus is on the solutions, but we were supposed to wait with thinking about solutions until tomorrow.

[PK - D1](#)

At the end of the day, it seemed that Cesim was not so aware of the sprint nature and it was difficult to explain why we had chosen a certain path to follow.

[PK - D5](#)

In some way I noticed that it felt funny that we didn't vote about the winning prototype. And I don't mean this in the way that I wish our team would have won, but that all four teams had made really nice prototypes with grounded suggestions to Cesim, and it would have been nice to give positive feedback to other teams, too :)

[PM - D5](#)

Then at 3 pm we presented our idea to veijo and others and it went really well! We got lots of good feedback and ideas from the teachers and they really liked what we have created.

[PH - D3](#)

The facilitators do not seem too read up on the subjects, more as if they read the books facilitator notes the night before.

[PH - D3](#)

Tasks were a bit fuzzy from the book, and facilitators were a bit unclear aswell.

[PG - D5](#)

The interviews were truly interesting and gave us valuable input. Each teachers mentioned different details, but most of their feedback were similar. They all liked the winner's blog. Testimonials are very efficient. They also liked that we presented the benefits both for the students and the university. As students, we understood the point of view of teachers regarding this kind of external projects. And they are very focused on the students and what skills it will bring them.

[PV - D4](#)

Something that I wish we had done today was to show our interview questions to a teacher for feedback but we were all sort of in a hurry after the presentation of our prototype so maybe we should've planned that ahead. Either way I'm happy over the way we carried out the tasks today and I'm super excited to present our key results for the CEO of Cesim tomorrow.

[PG - D1](#)

The first tasks (setting long-term goal and finding questions) were quite challenging, but after we got to talk with the CEO and other experts organising the competitions in different countries, I understood a little better our job, and I could target my thoughts on more specific questions and problems. The situation was more clearly defined in many aspects.

[PR - D2](#)

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

[PR - D2](#)

We collaborated well I think, I had more to say than on monday, I felt more secure in what the problem was, I also decided not to think too much about what's right or not, what I mean is, I decided that all ideas for problem solving were good ideas and that every thought can wake other thoughts and ideas in others. We presented our ideas, the first task, and after that we all got more ideas and kind of put ours together I feel like.

[PR - D1](#)

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

[PS - D1](#)

It was intense, I liked it. We were sort of just thrown into it and got right into it and started to work at it. It was a brief clear description of what Sprint is and what we will do and then we got right into.

PT - D5

Today were TOO LONG like we were talkin at the end the same things. Im glad that this is over but im also glad that i joined this cause it was a great experience !

PU - D5

- I was surprised at the results, I honestly didn't expect such positive feedback and valuable suggestions. Also at looking at the overall result (it is good) but I would like to have the second sprint week to make the final-final prototype with the suggestions and I would also like to work with the other teams, because we made different prototypes and we all complemented each other - our team had some good ideas that other teams could use.

PU - D4

- Not really. The working part felt pretty stressful today, but at the end of the day we got the result and already had the chance to ask additional questions, so we're ready for tomorrow."

PU - D4

- As mentioned in the first paragraph, today was hard, in my opinion. It took us an hour to realize that we need a different approach. But after lunch we were able to carry out the tasks. And after consultation at three it was clear what we need to perfect so that we would be ready for tomorrows interviews.

PU - D4

- At first I was ready to do the work and highly motivated but when we started working, I thought we're never going to finish the prototype. The teachers told us to divide the work between us, we did that but after an hour we figured that we need to start doing the work together and when we know exactly what to delegate, then we can split up.

PU - D3

- I would not have done the tasks differently.

- I think that we had enough discussions today with the team, decision maker and the teachers

PU - D3

- I learned that to get a good result, we need to think and do some things individually and then discuss what have we come up with and then we can peace everything together and get the great final result. We still have a lot to think about, but at least now that we are on the right path. And Veijo helped with that, the decision maker really is important, he lets us know that we are on the right path and encourages us to pursue the right idea. It made the learning process easier.

PU - D1

10. Maybe about the one about the long term goal, because I don't think that the one that got most votes was the best one. And the lecturer that joined in to help us also said that another goal was written better, we could rephrase that one. And we didn't manage to finish the final map, so I think that we would need 20 minutes for that, just to put all the ideas together.

PU - D1

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

PU - D1

1. At the beginning I felt very stressed as I didn't know what to expect. But John explained every step and it was helpful and me and my team could ask additional questions during work.

PV - D1

So the way we carried out the different tasks was that we started by talking about them and giving practical examples, for example what a long term goal could look like for the company, and after that everyone just had a go at it individually. The most confusing part for us all was the second to last task, the map. Theresa, one of the teachers, tried to help us but I didn't feel like we got the help we were looking for but it was okay since we eventually figured it out.

PV - D2

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advise on how to deal with our sudden shift in focus. She gave some insightful advices and those were enough to help us come up with a solution everyone could get behind.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when

the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

[PV - D3](#)

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solution was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PE - D5](#)

I felt that the presentation to Veijo and Max went well and that they seemed like we had done good work and research that they could build on.

[PE - D2](#)

I managed to read this days chapter in the book beforehand which made it easier to keep up with the tasks today. But even though I knew the gist of things I still was a little bit confused as to what you were supposed to do when. I think the facilitators are trying to explain too much at a time which confuses people.

[PD - D4](#)

I felt like today I knew exactly what we were doing and in the end of the day we got great feedback from teachers which made me feel even better and more confident about our solution.

[PB - D4](#)

Another problem has been the facilitators. I feel that the main facilitator (John) is doing a great job and knows how everything should work but that can't be said of the rest of the facilitators. They don't really add value by jumping into the breakout rooms at random intervals and commenting on some random part that they happened to hear. It would make more sense for them to be there from the beginning to see that we start working according to the guidelines and then they would join again at the end of the task.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is a certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that it could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D1](#)

From a learning standpoint, I felt that the "extra" teachers were useless and at times made things more confusing since other than the main facilitator, they didn't have the same level of expertise.

[PA - D2](#)

I prefer less talk and just get along with the tasks, even teachers I prefer them to talk less and let students work on the tasks.

[PA - D2](#)

If needed help, they can click help button on Zoom.

Grades (3)

Student experiences grades as an emotional factor, positive or negative.

[PJ - D4](#)

But when it came to the test interview I was already tired and oblivious. I consider my biggest mistake was "sticking to the boxes" as Stefan said. I really did that despite that I usually "go with the flow". I guess it was a bit too much for me at that moment nevertheless that test was very useful and valuable.

[PK - D1](#)

Personally this Monday wasn't so energy-taking, I think it was really interesting to learn new ways to work in sprints. This week has an entrepreneurial touch and I appreciate it. The idea of failing fast was great, even though it can be discouraging for a short while to get negative feedback.

[PG - D4](#)

I was on the writing group, and with Tuesday afternoon, it was the most creative time for me. Except now it was very concrete, and I knew this was going to be tested to teachers and presented to the CEO! All day, I was feeling nervous about what would the others think; but probably not in a good way, because I was afraid them to judge. Well, this is kind of what we want. And then, I understood very well why the interviewer should not have taken part of the project. I worked quite intensely on the same thing this week. And now I should be neutral and ask testers to assess our whole work.

General feedback on own performance (23)

Student gets direct feedback on own presentation/performance from a teacher, other student or someone else.

[PJ - D4](#)

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[PI - D1](#)

I understand the teachers and Cesim personnel confusion and when they got lost as this is a special year with both distance meetings through zoom (which is harder to control) and time table which isn't adapted to an online course. I do think they handled as well as they could and we as students and teachers will improve by the day and adapt as obstacles occur.

[PO - D5](#)

I felt great during the last day. It was just sad that it was coming to an end. I was not doing the interviews so mostly I just had to take notes for the presentation. The interviews went great. I was also doing the final presentation and I think we did well and managed to translate our ideas and thoughts.

[PQ - D1](#)

Monday was a little bit difficult because of the amount of information we received. I feel a little bit lost, but it is interesting to do tasks and listen. I thought that it will be hard to keep up with tasks but I was pleasantly surprised, today's tasks were not difficult, of course there are some adjustments needed but nothing we could not handle. Although it was quite a long day, I've learned a lot. For now I am glad that I chose to participate in this challenge.

[PR - D3](#)

I would have wanted to present our sketch better to Cesim employee, we didn't explain it well enough, it lacked some information in the beginning steps, this was a sketch that we chose, but we had chosen to add some parts from other sketches to it, but we had not changed it properly. So it began in a miscommunication, but it all got sorted out, we just could have saved both time and effort if it would have been clearer from the beginning both in our explanations and also the sketch itself.

[PH - D2](#)

My mural skills are improving at a high pace like never before, I am going to use this platform outside of sprint as well!

Through the tasks I learned that people have differences in how they view group vs personal responsibility. The SPRINT method itself seems to be tested and well adapted for distance based learning.

The whole paper and post-its seem a bit unnecessary.

[PG - D5](#)

I don't know if it is the case, but I am hopeful that what we created is useful to the company we worked for. This feeling of having impact on a real project is very satisfying, so I can't wait to start my professional life! Moreover, the Sprint process we have been through will certainly be useful for me in my career.

[PG - D3](#)

Nevertheless, I was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting

conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

[PP - D3](#)

Today was a mess. This is I think the most tired I've felt during this Sprint. We had an idea for one thing, and it felt to me that in the beginning we presented another thing. We were all over the place and not focusing on one thing. We started focusing when Veijo finally came in and asked what do we want to do in the end.

[PP - D4](#)

Today I was more like supportive role, helping with design and not doing that much myself (not like hands-on thing) - I still could do creative thinking so that's good, I could at least use some skills today besides working as a team.

[PP - D4](#)

We had to prototype, and same as yesterday ended we were not working together that much. The beginning was stressful, but in the end we got the prototype done, and after first few tries we started working together as a team and everyone was pleased with the end result. And I think it's okay - every team has to go through ups and downs to come out as stronger. Today, same as yesterday was a bowl of mixed feelings - stress, exhaustion, tiredness, happiness and relief. Relief that finally the prototype is done and tomorrow is the last day.

[PR - D2](#)

We all did as instructors told us, first think individually and then present it to the group and we discussed it. The second task, we decided not to divide it, instead work individually with the same thing knowing that we all have our own ideas and every sketch will be different. We talked about voting for the best sketch or/and put them together.

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- I was surprised at the results, I honestly didn't expect such positive feedback and valuable suggestions. Also at looking at the overall result (it is good) but I would like to have the second sprint week to make the final-final prototype with the suggestions and I would also like to work with the other teams, because we made different prototypes and we all complemented each other - our team had some good ideas that other teams could use.

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[PV - D3](#)

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solution was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

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[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is a certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that it could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

To sum up the day: We had some difficulties as a team, but luckily those didn't make that big of a difference since today was more about working alone. Today, the ideas/solutions we could provide Cesim with felt more clear and I feel that we could actually achieve some nice results. I feel that there is a slight risk going into the next day as we well start reviewing each others results. Hopefully I am wrong, but I guess we will find out.

[PA - D5](#)

Tasks were clearly divided, the one who worked on certain aspect made presentation about it.

[PA - D4](#)

Team tasks was good in learning the skills of what others do and also give concrete feedback.

[PA - D2](#)

We were able discuss amicably and debate with concrete points to move forward in task division.

General encouragement from teachers (16)

Teachers encourage the students. Students experience engagement from teacher. Students feel seen.

[PK - D1](#)

If we had to do today all over again, I wouldn't change much about it. I think it was valuable to get feedback from Cesim, starting on the first day of the sprint.

[PH - D2](#)

The Team was a bit confused about task and purpose in the beginning but facilitators reeled us in.

[PG - D5](#)

The interviews were truly interesting and gave us valuable input. Each teachers mentioned different details, but most of their feedback were similar. They all liked the winner's blog. Testimonials are very efficient. They also liked that we presented the benefits both for the students and the university. As students, we understood the point of view of teachers regarding this kind of external projects. And they are very focused on the students and what skills it will bring them.

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Today was a mess. This is I think the most tired Ive felt during this Sprint. We had an idea for one thing, and it felt to me that in the beginning we presented another thing. We were all over the place and not focusing on one thing. We started focusing when Veijo finally came in and asked what do we want to do in the end.

[PR - D2](#)

We collaborated well I think, I had more to say than on monday, I felt more secure in what the problem was, I also decided not to think too much about what's right or not, what I mean is, I decided that all ideas for problem solving were good ideas and that every thought can wake other thoughts and ideas in others. We presented our ideas, the first task, and after that we all got more ideas and kind of put ours together I feel like.

[PU - D3](#)

- I would not have done the tasks differently.

- I think that we had enough discussions today with the team, decision maker and the teachers

[PU - D1](#)

10. Maybe about the one about the long term goal, because I don't think that the one that got most votes was the best one. And the lecturer that joined in to help us also said that another goal was written better, we could rephrase that one. And we didn't manage to finish the final map, so I think that we would need 20 minutes for that, just to put all the ideas together.

[PU - D1](#)

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

[PV - D3](#)

Besides the CEO, some teachers were present during the presentation of my solution sketch, and one of them said that her as a teacher would further send my newsletter to her students because she genuinely believed in my idea and that was reassuring for me. My point came across and my solu-

tion was interesting enough for her to give me that feedback. This made me realise that if I had the chance to approach the task differently I wouldn't do it, but I'm not sure I would feel the same if I got this question yesterday.

[PV - D4](#)

The results today weren't really surprising if I may say, we had a clear vision of our prototype that we presented on our storyboard yesterday so today was only about turning our vision into reality, or as close as we could get to reality. If I had to do the task again I most likely wouldn't approach it differently and that has mostly to do with the fact that we were super happy with our prototype but also because of the good feedback we got after our presentation. Everything was so clear that the teacher didn't have much to comment on and that did a lot for my self-confidence.

[PE - D5](#)

I felt that the presentation to Veijo and Max went well and that they seemed like we had done good work and research that they could build on.

[PE - D1](#)

We were told that we had done a lot today and even though we haven't had that many breaks I don't feel like I have accomplished a lot.

[PD - D4](#)

I felt like today I knew exactly what we were doing and in the end of the day we got great feedback from teachers which made me feel even better and more confident about our solution.

[PB - D4](#)

Another problem has been the facilitators. I feel that the main facilitator (John) is doing a great job and knows how everything should work but that can't be said of the rest of the facilitators. They don't really add value by jumping into the breakout rooms at random intervals and commenting on some random part that they happened to hear. It would make more sense for them to be there for the beginning to see that we start working according to the guidelines and then they would join again at the end of the task.

[PB - D3](#)

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that it could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

[PB - D1](#)

From a learning standpoint, I felt that the "extra" teachers were useless and at times made things more confusing since other than the main facilitator, they didn't have the same level of expertise.

Theory into practice (42)

Students use knowledge/theory in practice.

[PJ - D2](#)

Read the book yesterday night and knew what to expect. The first part of the day was very productive for me. Think I helped my teammates although we came up with bit different approach and targets to focus on. I guess I showed options we definitely DON'T want to focus on :D

[PJ - D1](#)

This was my first day of sprint. It was exactly how John Greene animated - at first there was a HUGE confusion, but at the end of the day I was almost adapted and was able to think about the case. "Trust the process" was the key. Before the lecture I read the Sprint book so I was a little bit familiar with the tasks and the aim of them. Reading the book definitely saved the day. Wish I could get the book a week before the start or so.

[PI - D2](#)

I liked the way the method made me try out "bad" ideas which I then in some way could make feasible and good. The method was quite fun and I do feel it will be something I'll use in the future when I get stuck.

[PK - D2](#)

Also I liked that the stages didn't last for long - giving a stage 20-20-8-45 minutes was effective and it's true: why would you think about things more at this point when this method can be really fruitful.

[PK - D4](#)

Because I'm the interviewer tomorrow, I had to "stay away" from these other roles of the day. The Sprint book explains that it's better: that way I don't have so much emotions attached to the proto-

type tomorrow, as I interview the students. Understandable, since it would be funny if the interviewer would be defensive.

PH - D3

Not too much learning today, mostly implementing learned subjects.

PG - D3

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss before who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everyone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit frustrating, it is actually quicker and more efficient.

PG - D2

What I wanted to get out of the Sprintinhel when I applied was to discover and reflect over a business problem, and gain business-related knowledge by working for a business company: business, business, business. But now I realise how much more this week can bring me. Beyond these learning outcomes, I will experience a week of intense and effective team work and follow an efficient process, which will most certainly be useful many times during my career.

PG - D2

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

PG - D1

My favorite task was the How Might We questions. After listening to the experts and taking notes, it as a very nice way to summarise our thoughts and learning outcomes. Organising the HMW sticky notes was quite satisfying, like seeing all our ideas falling into place and order. It just cleared my mind on the situation.

PR - D2

I thought about problem solving, I listened to my group members, we discussed what would be best, our thoughts, our understandings and tried to decide what we are going to focus on, universities first, then students. Since students need universities to sponsor them.

PR - D1

Our team, team 2 had discussions, we all have our ideas and some people seem to understand the task more than others. We did what John said, the parts that were individual, we did individually, then talked, voted and so on. I mostly tried to understand and follow the instructions John was giving us. I am trying to follow the rules, and I specifically "trust the process". So right now, I am trying to allow myself to be confused and trusting this process.

PT - D1

At the morning I was kind of stressed out because I didn't know anybody and this is all new to me but during the day I got more relaxed and turned out we got a really dream team. I did know something about the task but it was little bit blurry before the afternoon.

PU - D5

- I view the learning process very positively. I think that learning through practical experience is very much necessary and this week was all about that.

PU - D5

- Today was clear from the beginning, everything was explained yesterday and we had already prepared the interview script based on the book.

PU - D4

Yes, same as before, I read the information in the Sprint book.

PU - D3

- I would not have done the tasks differently.

- I think that we had enough discussions today with the team, decision maker and the teachers

PU - D3

- Same as before, I knew about the idea of the tasks before, as I read the respective chapter in the book.

PU - D3

- Today I felt really proud of myself and my team, Monday was the hardest, yesterday it was sort clear but today we were a lot more sure of our solutions. Although at around three I wasn't feeling energized anymore and wished we were done for today.

PU - D2

- I was surprised at the results in a positive way. I always knew that I like working alone better and today I had enough time to focus on my idea and write it down and organize clearly. Even though I didn't understand the tasks right away, the sprint book helped a lot with the explanations and examples.

PU - D2

- I knew about the idea of the tasks before, as I read the respective chapter in the book.

PU - D2

- Today I understood the tasks more clearly, maybe because I knew more about what is going on than yesterday. That is why I felt more calm and can say that so far the emotional rollercoaster emotions are appropriate.

PU - D1

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

PU - D1

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

PV - D2

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

PV - D2

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

PV - D3

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

PE - D3

Today I also read the day in the book before we started to work in zoom and I think it really helps to clarify things. Other people in the group who didn't read the book before were really lost on what to do since Most of these steps have many steps in them. We are still doing the tasks a little bit different from what the book says which makes it a little bit harder.

PE - D2

When doing this last sketch I came up with some new questions that would be important for us and the students to know that are registering for the competition. What does the event look like? What do they write in their advertising emails? What happens if a school from a new country wants to join?

PC - D2

Today it was Sketch day. I got to work a lot on my own so my brainstorming was on fire. I put some ideas on paper and then i brainstormed on how to make my ideas happen. I am very happy with my ideas and solutions and i hope my team mates will also be happy with them tomorrow when i show it to them. I have a marketing backGround so my ideas are kind of marketing based, which i didn't like at first but then i decided to appreciate it and see it a a benefit.

[PB - D4](#)

Today was a pretty simple day. We had done most of the work already so we focused on the details and our presentation to Cesim. We worked well as a team and accomplished everything that we wanted to. Our approach could have more organized, but in the end I'm not quite sure if that mattered.

[PB - D3](#)

The only real problem that accrued was that we were getting a little too excited. We felt that we didn't need all of the steps in the sprint guide and part of them were forgotten completely. However maybe that is a sign that all of the steps/tasks aren't required for the method to work.

[PB - D3](#)

Turns out I was pleasantly surprised despite my worries the previous day. Today we decided what "product" would be/look like. The day started with us review each others sketches. People hadn't seemed to follow the guidelines/instructions for the sketches which made reviewing a little difficult at times. However we luckily all agreed on what we wanted for the end product and one of the sketches fit that mould perfectly.

[PB - D2](#)

I felt that the sprint methodology was almost too unstructured today. Compared to the first day, we didn't really have that precise instructions and at least I felt that at times I could have hoped for more guidance (from the book). However that view might change once we see the results on Wednesday and once I see how the other days are.

[PB - D2](#)

Today was the first day that we had true disagreements. Various people wanted to take a different approach and in the end we didn't really resolve these disagreements, we just kind of continued with the next steps according to the methodology.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. There were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PB - D1](#)

In general the sprint method felt effective and it was easy to understand why it works.

[PA - D5](#)

Knew what was coming at us and was easier to work around now after four days of collaboration.

[PA - D5](#)

Interviews went well and bang on with tasks.

[PA - D4](#)

I knew about the tasks and it was easier to focus as I know.

[PA - D2](#)

From learning perspective, I had the wonderful opportunity to get used new tasks like 8 fold method, I was able to think deep and quick.

[PA - D1](#)

Learning process is progressive and practically helps me to focus better.

Information from outside world (7)

Students get information from outside the university environment.

[PU - D1](#)

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

[PU - D1](#)

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

[PU - D1](#)

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

[PV - D1](#)

but the Q&A session with the CEO and his personnel helped and I did end the day feeling less lost and confused so I'm hopeful that tomorrow will be an even better day.

[PV - D3](#)

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

[PB - D3](#)

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.

[PA - D5](#)

Interviews went well and bang on with tasks.

Uncertainty and confusion in learning environment (48)

Students experience not knowing what/how to do, getting to work freely and decide themselves in personally challenging ways. Students experience messiness in their teams. Ambiguity. Unfairness.

[PJ - D1](#)

this was my first day of sprint. It was exactly how John Greene animated - at first there was a HUGE confusion, but at the end of the day I was almost adapted and was able to think about the case.

"Trust the process" was the key. Before the lecture I read the Sprint book so I was a little bit familiar with the tasks and the aim of them. Reading the book definately saved the day. Wish I could get the book a week before the start or so.

[PI - D3](#)

I wasn't surprised about the results because I really do feel that my team is amazing and innovative, I was surprised though that Linus made such an amazing sketch that really summed up our work during these past few days. I feel like yesterday was a "bad" day and misunderstanding and I'm so happy to have him in my group now

[PI - D3](#)

As today's task was based on yesterday's sketches it felt like the most natural and easy day as we discussed and decided (were we all voted on the same sketch) on what to base our prototype on. We all agreed that this was the most fun and less demanding of all the days (monday being the roughest). We had some group dynamic problems yesterday, but it really felt that we all came in with a new fresh mind and everybody was supporting and doing their job.

[PI - D1](#)

To summarize the first day it was quite frustrating and confusing at the start, but as we got into the SPRINT-thinking I found it so motivating and fun

[PI - D1](#)

As I noted in the beginning I tried to go into this week with a fresh pair of prepared eyes to not get any pre-opinions or ideas. So I wasn't surprised by the results, but more of the process to get there and how it had so many twists and turns. I (as probably a lot of students and teachers) felt lost at times both with the task, planning and information but as the day went i adapted and tried my best: to what i think really good results.

[PK - D3](#)

Our individual storyboards really started to resemble each other, which made it possible to collaborate easily on the final storyboard. Even though we were a bit lost at the start of the week, this afternoon really showed us what we want to achieve. A really nice way of learning, all in all

[PK - D5](#)

In some way I noticed that it felt funny that we didn't vote about the winning prototype. And I don't mean this in the way that I wish our team would have won, but that all four teams had made really nice prototypes with grounded suggestions to Cesim, and it would have been nice to give positive feedback to other teams, too :)

PM - D1

I learned from today that even if you feel so lost, do something because it might go right :D I would approach the task differently in a way that i would be even more open minded and think outside of the box. I would want to know more about the competition what does the company have. Like what kind of competition it is and how does it help with the student like why should the student join them

PM - D1

I felt lost and tired. So much information and i felt that the introduction wasn't that great, because i still don't really understand what are we doing and what is the competition for what are we trying to help out. I didn't know anything about the task before, except i watched the video of the company they sent us.

PM - D3

I feel like it's getting easier everyday when we actually know what are we working on and what are we actually doing. I like how we had quite clear instructions today so it was nice to work on.

PQ - D1

Monday was a little bit difficult because of the amount of information we received. I feel a little bit lost, but it is interesting to do tasks and listen. I thought that it will be hart to keep up with tasks but i was pleseantly surprised, today's tasks were not difficult, of course there are some adjustment needed but nothing we could not handle. Although it was quite a long day, i've learned a lot. For now I am glad that I chose to participate in this challange.

PN - D2

I guess today was in a way even more confusing than yesterday. Maybe that is because we had individual task and could not cooperate and clarify with our teams. But i liked it too, because it pushed me to the limits and made me think and do everything that seemed to be a good idea. I hope i did well on the tasks and understood them correctly, i guess i will find out tomorrow..

PG - D3

Then we each "drew" on Mural a part of our storyboard. I realised that the key to divide a task is to take the time to discuss vefore who will do what very clearly. Usually (in other group assignments I have been in), the division is messy because everyone is already shouting ideas, or we do not divide at all. But when everone is working together on the same thing, we tend to be lazy, talk about the weather, and no one takes initiatives. But when each step of the process is defined in small tasks, even if it can seem stifling or be a bit furstrating, it is actually quicker and more efficient.

PG - D3

Nevertheless, i was also nervous to show (even anonymously) my sketch. And as someone who can easily create a competitive environment around me, I was surprisingly not focused at all on my own idea and solution. My sketch did not get the most sticky notes compared to others, and it was not our final decision, but I did not feel disappointed or mediocre or anything. We had an interesting conversation, and after we showed our voted sketch to the CEO, I felt quite confident in our solution.

PG - D2

We also decided to not divide the problem. This discussion was stressful for me, because I felt like going back to our Monday work and kind of changing the plan was not supposed to happen. It is not written in the book, so what are we doing !? I tend to stick very closely to the rules and instructions in my studies and life in general. And whenever something is not going the way someone said it should, I feel insecure.

PP - D1

I think that next time the book info should come earlier because I got a lot of helpful information from there what I didnt get from the slides.

PG - D1

ndeed, we dived into very concrete questions without much information about the company, nor the problem they are looking to solve before hand. Nevertheless, my overfeeling is positive because what I did today was so different than my daily, usual work, regarding the topic, the tasks, the reflection process, the platform, the method, the people. This utter newness was stimulating.

PU - D1

3. The collaboration went well, not all students were active, but the ones that were, were very helpful. And we helped each other if any of us didn't quite understand what to do. I had problems with

MS teams at first and one girl said not to worry, she will send me all the info that I need individually.

[PU - D1](#)

1. At the beginning I felt very stressed as I didn't know what to expect. But John explained every step and it was helpful and me and my team could ask additional questions during work.

[PV - D1](#)

If I had the chance to do this again I probably would approach the tasks differently, because I started the day frustrated and lost because the problems our client were facing weren't completely clear to me but I ended the day motivated and hungry to take on more challenges and this gave me a different perspective on the learning process. No matter how lost we were it didn't stop us from finishing our tasks and that takes patience, which I think we all had as we were waiting for things to start to fall into place which it did at last.

[PV - D1](#)

Nothing really surprised me today as I went into this open minded and ready to be challenged, if I had to say one thing that surprised me then maybe how hectic of a day to day schedule we are on. Another thing is that I maybe didn't expect to feel as lost as I did

[PV - D1](#)

So the way we carried out the different tasks was that we started by talking about them and giving practical examples, for example what a long term goal could look like for the company, and after that everyone just had a go at it individually. The most confusing part for us all was the second to last task, the map. Theresa, one of the teachers, tried to help us but I didn't feel like we got the help we were looking for but it was okay since we eventually figured it out.

[PV - D1](#)

My feelings going into this was mostly excitement but I knew it was going to be a tuff week and I might have underestimated a little how tuff it was going to be. I didn't know much going into this so I thought the week would start off with some things clearing up for me since the timetable didn't tell me much but I think I just got more lost and confused as the day went by. But once I started getting into the SPRINT-thinking way things started to clear up slowly but surely. I knew very little about the tasks from taking a look in the book but I felt like I had to perform the tasks myself to get a better understanding.

[PV - D2](#)

The results today were a bit surprising than yesterday as we entered phase 3 today, which is sketching. The idea of having to gather all the hits of the past 24 hours and turn into your one best idea was intimidating because I figured it would require a lot of time and energy, and it did. But what surprised me was that I managed to come up with a final solution sketch towards the end which I at the beginning was skeptical of, I couldn't see myself complete this task in the short time we were given but I, again, overcame my doubts. I think the key is to not overthink or overdue it, just put down what's in your head on paper so you can visualise it and make sense of it.

[PV - D2](#)

Today was a lot more individual than it was yesterday so I barely had any collaboration with anyone from my team except for when we completed the lightning demo task. We did have a small "brawl" because we felt like we weren't on the same page anymore, which we felt like we were yesterday. It wasn't very serious but we felt like we were on a completely different path than yesterday so we had to involve a teacher, Therese, to give us advise on how to deal with our sudden shift in focus. She gave some insightful advices and those were enough to help us come up with a solution everyone could get behind.

[PV - D2](#)

I didn't know much about the tasks before hand, but I did know of them from quickly going through chapter 2 in the SPRINT book. I have noticed that I don't always fully understand the tasks when the teachers explain them for us until I myself have completed them, which I don't really mind but I think it makes me feel less confident taking on the tasks. I'm not sure if that effects my performance on the tasks but I always feel good when I've completed them and I feel like I'm on the right track.

[PV - D3](#)

Surprisingly I got the most votes so we ended up deciding on my solution, which I didn't really expect because I'm in a group with such smart and creative people. And to win the vote with a majority was a bit surreal but also very good for my self-confidence as it hasn't always been on top during this week. A lot of it has to do with me not really believing in my creativeness and problem solving skills, but this week has made me realise that it has always been there and that I just need to work a little bit harder than others in my surrounding to find it. I would also like to say that those two skills have been improved in the past two days, which is part of the reason why I applied to this intense programme.

PF - D1

Today I felt a little bit confused but in overall it was a good day. Of course after 7h-s of work I was also quite tired.

PE - D4

I was a little bit stressed about today since I knew we didn't have a real layout or plan about how we were going to tackle this days tasks. The stress and the pressure of doing good and creating something that the whole group could stand behind and be proud of was getting to me in the morning and I let the others hear my frustration or the things I was stressed about. After that I caught myself and calmed down. I feel bad for me not being able to calm my nervs. That is one thing have been working on and have to continue to work on.

PE - D3

I am nervous about tomorrows tasks since I think we will have to design our prototype together and that is hard in a six person group. Thursday might be really hard and draining if we are going to have to debate the whole day. Like it says in the book we only have specific sized battery for decision making and debating and when it's gone it's gone for the day.

PE - D3

Today I also read the day in the book before we started to work in zoom and I think it really helps to clarify things. Other people in the group who didn't read the book before were really lost on what to do since Most of these steps have many steps in them. We are still doing the tasks a little bit different from what the book says which makes it a little bit harder.

PE - D2

In the beginning of the day I felt more confident and I really like the first task where we were supposed to search for other solutions in other companies and products. I felt like my team was on the same page and we really worked together. Later though I found out we had different opinions or our focus laid in different parts of our ideas. That made it slightly harder to come to a conclusion but we decided that everyone should make a sketch of their idea and that we can decide tomorrow.

PE - D2

I managed to read this days chapter in the book beforehand which made it easier to keep up with the tasks today. But even though I new the gist of things I still was a little bit confused as to what you were supposed to do when. I think the facilitators are trying to explain too much at a time which confuses people.

PE - D1

We didn't have that much time for the tasks which meant that we didn't really get to discuss that much in the group. This lead to that we had to multitask a little bit by having a conversation in the team chat at the same time as we had the question session with the Cesim team which didn't really benefit me since as I wrote before I was pretty lost.

PE - D1

I felt a bit frustrated today since we had pretty much to do and since I hadn't got a clear picture of what the client wanted it was pretty hard to start doing the tasks alone and not in a group like a brainstorm.

PD - D2

Today in the morning I felt still confused. As the day went by, I started to feel more confident and better, since we managed to make the problem more certain what we were about to fix.

PC - D1

At first i was confused on what the SPRINT tasks included but as the day went on i quickly understood more and more. I definitely learned many new things today and i am looking forward to learning more about the SPRINT method.

PB - D4

Today the common theme of the week continued as it seemed that people didn't want to follow the guidelines. We were able to get everything required done but at least I felt that during the last two days this has been more of a normal student project instead of a sprint design.

PB - D3

To sum up the day: We got along very well today and our prototype is coming along nicely. There is certain theme arising where people don't really follow the guidelines. This isn't really a problem since we will have a finished product in any case, but I feel that It could help that the facilitators guide students a little more or are there for the first 5 minutes of working. Since to truly learn the method and evaluate the benefits we would need to follow the guidelines more strictly. All in all we are making good progress.

PB - D2

I felt that the sprint methodology was almost too unstructured today. Compared to the first day, we didn't really have that precise instructions and at least I felt that at times I could have hoped for

more guidance (from the book). However that view might change once we see the results on Wednesday and once I see how the other days are.

[PB - D1](#)

To sum up the day: It's hard to say what worked and what didn't at this point since everything is so new. There were times when it felt like we won't actually come up with anything new or that certain steps in the process are useless, but that view will most likely change along the way. I'm excited to see the results at the end of the week.

[PB - D1](#)

The skills we used most were creativity and communication. I felt that we were able to improve on these during the day, once the method got more familiar.

[PB - D1](#)

One could notice that certain team members took different kinds of roles. This affected the efficiency of the sprint method in a negative way. For example having a unofficial project manager who doesn't know the method properly makes following the "rules" a lot harder.

[PB - D1](#)

We were all strangers at first, but because of the time constraints we had to work together immediately and that brought us together quickly.

[PB - D1](#)

During the sprint felt almost heavy in the sense that everything was new and everyone was a stranger.

[PA - D3](#)

The team did very good with the tasks but bit big group to work with, as many are in panic state about creation of storyboard.

[PA - D1](#)

Some tasks maybe can be more outside Mural.

[PA - D1](#)

My Monday was good and bit long, me being an avid non-virtual learner.

Support from outside of learning environment (7)

Students take help from people outside university. They come to the students of the students go to them.

[PU - D5](#)

- I was surprised at the results, I honestly didn't expect such positive feedback and valuable suggestions. Also at looking at the overall result (it is good) but I would like to have the second sprint week to make the final-final prototype with the suggestions and I would also like to work with the other teams, because we made different prototypes and we all complemented each other - our team had some good ideas that other teams could use.

[PU - D1](#)

8. I liked that we were introduced to the tasks that we have to do, then we had some time to plan and do them, and then the questions naturally raised and we had the opportunity to ask them directly to the CESIM team. And it was good to have lecturers checking in if we are doing well and helping if we have any problems.

[PU - D1](#)

7. The most important thing that I learned today was that in this case we don't have to use the SMART principles for setting the goal (that it has to be specific, measurable, attainable,...) it is more about the process and getting on the right path and the added value of participating. For the first time in my university years, I enjoyed the question part, because in my country students are mostly shy in asking questions and there is awkward silence, but today there were a lot of questions and I learned a lot from other students questions and CESIM team answers.

[PU - D1](#)

6. I wasn't surprised at the results, I knew that we can do it, but maybe if we had just a little more time for practical and planning part, we would have perfected the end task. I feel like that we could have done better, but, on the other hand, Veijo liked our work at the end of the day.

[PV - D1](#)

but the Q&A session with the CEO and his personnel helped and I did end the day feeling less lost and confused so I'm hopeful that tomorrow will be an even better day.

[PV - D3](#)

The most nerv wrecking part of the day was when the CESIM CEO joined to review our solutions, and it was extra nervous for me as my solution was in the center because that was the solution we decided on. Hearing constructive criticism about my creativeness and problem solving skills is always scary but I handled it well. The CEO's feedback was hard to make sense of at first but after he

explained the way he interpreted the solution it started to make sense. He thought the solution was student focused but the way we saw it the focus was on both the universities and the students. His confusion was valid in my opinion, in my sketch I wasn't clear enough on how to get the universities' interest meanwhile I was very detailed when it came to the students.

PB - D3

One problem that has been coming up during the week is the target companies desires. It seems that they want something different from what the sprint method provides. For example quite often when we present to the decider, he isn't that interested in the whole process, but more on certain details. This isn't really a problem for us as team or for the them as a company since they will still gain some value but I feel it can eat away some of the benefits of the sprint process. This could be partly because the sprint methodology is less familiar to Cesim and they see the "extra fluff" (basically the steps before the final prototype) as useless. Time will tell.