

Creative Problem Solving Toolbox

Proven Tools for Maximizing Innovation Effectiveness



	1. Opportunity Finding	2. Fact Finding	3. Problem Definition	4. Ideation	5. Evaluation	6. Action Planning	7. Acceptance Finding	8. Execution
Problem Formulation Tools								
Level of Ambition	x				x			
Level of Abstraction	x				x			
Clarifying Terms (Is/Is Not)	x	x						
SPOT	x		x					
Interview Guide		x						
Empathy Map		x						
Why-Why-Why		x	x					
Nine Windows	x	x	x					
Gap Analysis		x	x					
Blue Ocean	x	x						
Solution Finding Tools								
Quiet Storming				x				
Reverse Brainstorming				x				
Innovation by Analogy				x				
40 TIPS/TRIZ Principles				x				
Trends				x				
Ideality / Wishful Thinking				x				
Assumption Smashing				x				
Random Pictures				x				
Random Object				x				
Affinity Diagramming & Power Dots					x			
Best Bet Option Analysis					x			
Implementation Intention					x	x	x	
Rapid Prototyping				x	x		x	
Speed Dating					x			
Amazon Method					x			
Stakeholder Review					x		x	
Planning & Execution Tools								
Displayed Thinking						x	x	x
Immersive Critical Path Schedule						x		x
Key Stakeholder Commitment							x	

Resource for:	Link/Source
Design Thinking toolbox	http://dschool.stanford.edu/wp-content/uploads/2011/03/BootcampBootleg2010v2SLIM.p
Design Thinking immersion	http://www.id.iit.edu/executive-education/
Thinking Styles inventory	The Power of Innovation, Min Basadur
Simplex method	http://www.basadur.com/
Creative Problem Solving facilitation	http://www.cpsiconference.com/
CogSci principles	Smart Thinking, Art Markman
CogSci principles	http://www.psychologytoday.com/blog/ulterior-motives
CogSci principles	http://www.smartthinkingbook.com/
Displayed Thinking toolbox	http://www.creativethinkingassoc.com/
TIPS/TRIZ 40 Inventive Principles	Hands On Systemic Innovation, Darrell Mann
Grove templates	www.grove.com
Innovation by Analogy	Hands On Systemic Innovation, Darrell Mann
9 Windows	Hands On Systemic Innovation, Darrell Mann
Blue Ocean strategy	Value Innovation Works, Richard Lee and Nina Goodrich
Consumer Trends	www.trendwatching.com
Trends / Scenario Planning	www.iff.org

Level of Ambition

<i>Magnitude of Change Desired</i>	Change the Game			
	Do It Better			
	Do It Cheaper			
		Short Term	Mid Term	Long Term

Required Time to Implement

Level of Ambition

Guidelines for Use - Prior to Session:

Establish the scale of change for high/medium/low level of ambition.

Establish the short/medium/long term time scale for implementation.

Encourage the client to fill out all 9 squares before choosing the session objective.

Gain alignment to the final session objective with client and sponsor.

Guidelines for Use - In Session:

During session kick-off, to frame the session objective and set boundaries for ideas.

At the end of Ideation, to reflect the span of time/ambition covered by the ideas.

Revisit during Fact Finding and Problem Definition to keep the participants focused on the objective.

Level of Abstraction

*Why would we want to solve this problem?
What is the benefit of solving this problem?*



Initial Problem Statement:



What's stopping us from solving this problem?

Level of Abstraction

Guidelines for Use - In Session:

Write the initial problem statement in the box in the middle of the template.

Ask "Why would we want to solve this problem?" and write any answers **above** the problem statement with an arrow pointing to it.

Ask "What is stopping us from solving this problem?" and write any answers **below** the problem statement with an arrow pointing to it.

Write your answers as completely as possible.

Continue asking these questions for each new fact you write down, drawing arrows from the answers where you asked the question to the new answer.

When you're finished, you'll have a map of facts about the problem. Review the map and decide if the initial problem statement is the correct level of abstraction, or if a different fact reveals the real problem that needs to be solved.

Clarifying Term: _____

Is

Is Not

Is	Is Not

Clarifying Terms

Guidelines for Use - Prior to Session:

Brainstorm key terms with client (e.g., "streamline") to help clarify session objective.

Ask participants to bring in examples of what the term means to them.

Guidelines for Use - In Session:

During session kick-off, to begin the immersion process.

In the moment, to bring clarity to a term that appears to mean different things to individual participants.

SPOT Analysis

Strengths	Opportunities
Problems	Threats

SPOT Analysis

Guidelines for Use - Prior to Session:

Purchase SPOT poster from Grove.com or create large format poster on whiteboard or wall.

Have participants prepare case studies of recent projects that capture what's working/not working today.

Guidelines for Use - In Session (during Ideation):

Share case studies .

Participants individually capture Strengths and Problems from historical case studies on small post-its (one per post-it).

Looking forward, participants individually capture potential Opportunities and Threats.

Group/theme Opportunities and Threats - summarize top line on large post-its and remove small post-its.

Capture problem statements in the form of "How Might We" statements.

Customer Interview Guide

Example Warm-up Questions:

How long have you been in your current role? What do you enjoy about your role?

What was your day like yesterday? Was it typical?

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How long have you been in your current role? What do you enjoy about your role?

What was your day like yesterday? Was it typical?

Example Focused/Open-Ended Questions:

What are your typical IT needs and tools? How well do you think the company is leveraging IT capability?

Do you tend to hire new college graduates or experienced professionals?

How well do you think universities are preparing college graduates for professional life?

Example Reflection/Projection Questions:

What are some key trends in your industry over the past 3-5 years?

What are some trends you anticipate in the next 3-5 years?

What has been your favorite project/assignment so far?

What are you looking for in your next assignment?

In what ways has the company changed since you joined?

What worries you about the future?

Example Wild Card Questions:

If you had a magic wand, what are three key skills you would give to every member of your organization today?

If you were CEO for the day, what changes would you make?

Example Closing Questions:

Are there any questions you have for us?

Are there any questions we should have asked but didn't?

Do you have any feedback for us on the interview process?

Guidelines for Use - Interview Guide Preparation:

The purpose of the interview is to engender Empathy. Use warm-up questions to establish rapport with the customer before turning to business. Use a rhythm of narrow/focused questions to introduce a topic, followed by open ended questions to explore the topic further. Focus on 3 key topics that will best inform the problem definition phase of the CPS process

(Saving/Doing)

Use a rhythm of reflection and projection questions to uncover deeper insights into what motivates the customer (Thinking/Feeling).

Use wild card questions to yield control of the conversation back to the customer - what is most important to them, whether directly related to the discussion topic or not.

Use closing questions to bring the conversation to an end, and reaffirm rapport

Guidelines for Use - Conducting the Interview:

2-on-1 format works best. One person leads; one person takes notes.

Introduce yourselves briefly, and explain why you're there. ("We're looking for ways to improve our product/service offering. This is not a sales call.")

Confirm timing ("We'll be done by 2:00 pm, is that still ok?")

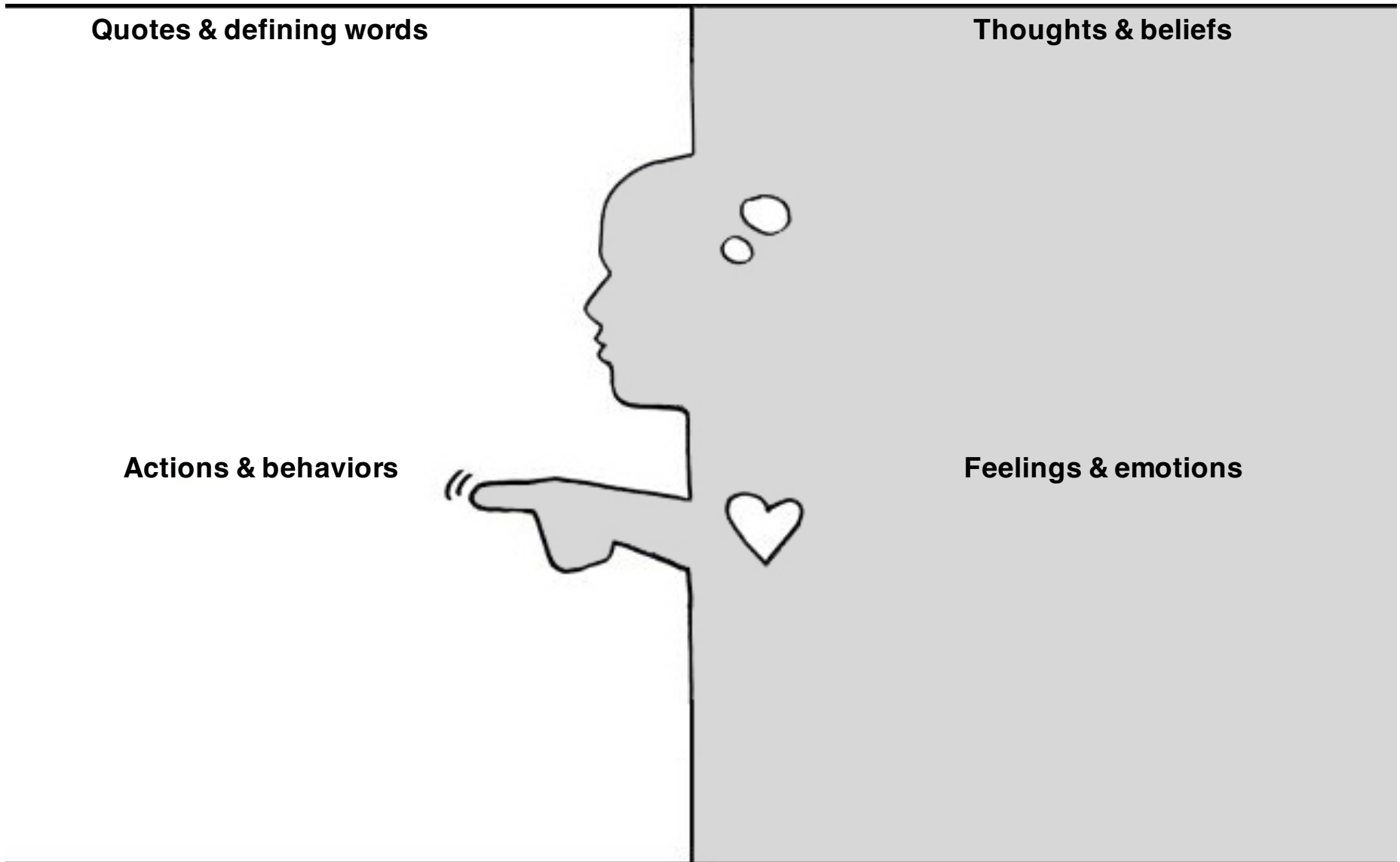
Use the interview template as a discussion guide, not a checklist (modify/adapt as appropriate for your customer/industry).

Be conversational. Use your own natural voice. Avoid industry jargon. Pay particular attention to body language, contradictions, compensating behaviors, pain points.

Allow for pauses; probe further with neutral questions, "How do you mean?" the customer is confused, frustrated, etc., along with any compensating behaviors.

Thank them for their time. If appropriate, ask permission to follow up with additional questions (by e-mail). Likewise, invite them to send any additional thoughts they may have.

Empathy Map



Empathy Map

Guidelines for Use - Prior to Session:

Capture key insights from the customer interview using complete sentences.

"Rule of 3" - choose the top three insights in each quadrant (Saying, Doing, Thinking, and Feeling) to share with the group.

Focus on insights that suggest relevant "problems to be solved" or "jobs to be done", based on the session objective.

Guidelines for Use - In Session:

Share the top lines from the interview in 3-5 minutes (hand-outs or powerpoint presentation of the Empathy Map works best).

Participants individually listen for potential Problems to be solved (diverge, all points of view welcome).

Capture potential problems in the form of "How Might We" statements (complete sentences).

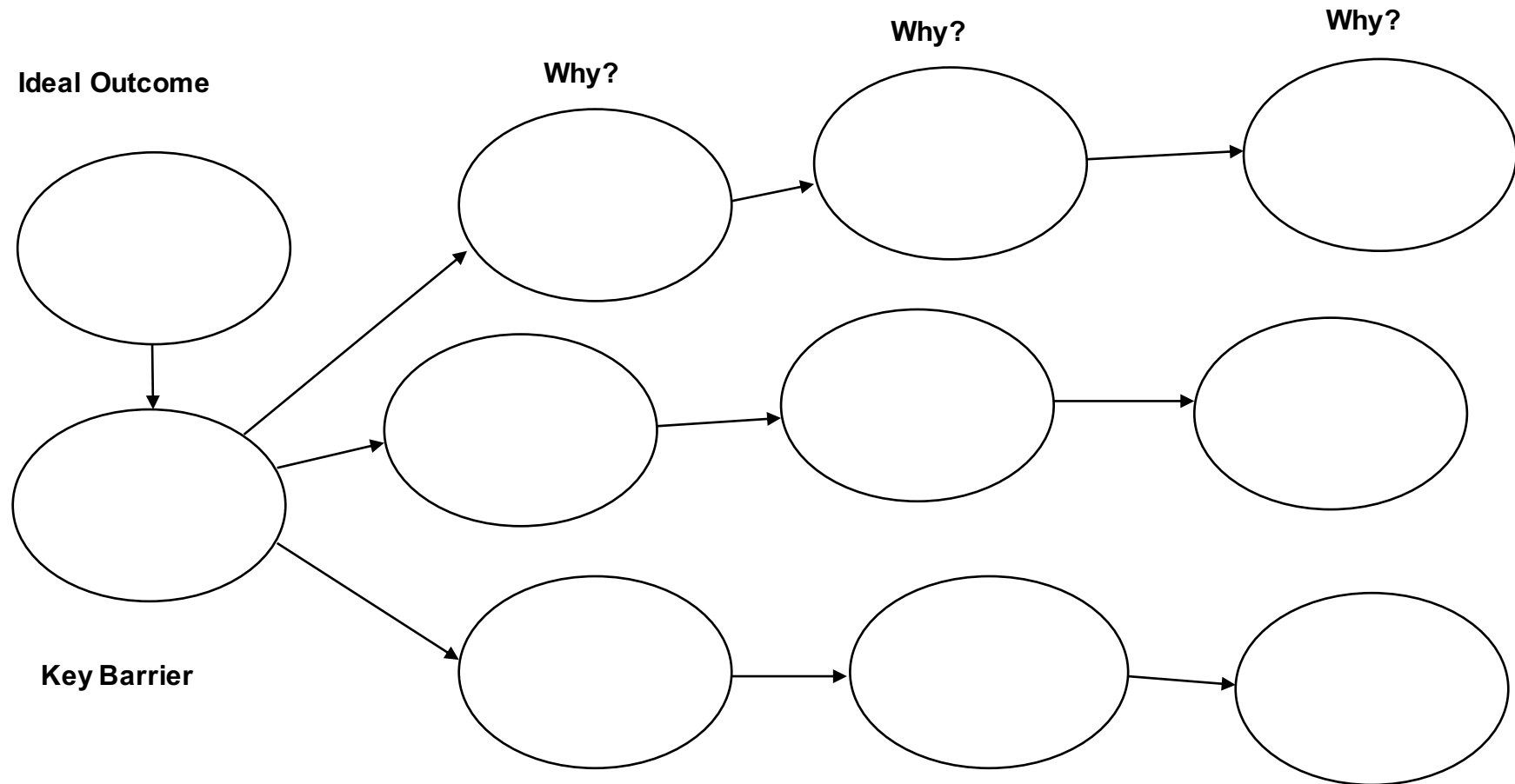
After all customer interviews have been reviewed, group and theme the HMW statements.

Converge on the top 5-6 Problems that the team believes will need to be solved in order to realize the Opportunity. Assign each Problem to a smaller subteam to explore further (e.g., using Why-Why-Why).

You'll notice that the more you ask why, the more granular the Problem statements become. Ideation begins to flow naturally. Encourage participants to capture their Ideas individually as they emerge and continue the process.

Why-Why-Why

Initial Problem Statement:



Why-Why-Why

Guidelines for Use - Prior to Session:

Based on the workshop objective, enroll subject matter experts (SMEs) to prepare a brief background presentation of key Facts that bring the Opportunity to life for the workshop participants.

Guidelines for Use - In Session:

During Fact Finding, SMEs share their background presentation on the Opportunity.

Participants listen for potential Problems to be solved (diverge - all points of view welcome). Also capture knowledge gaps, opposing points of view, etc.

Converge on the top 5-6 Problems that the team believes will need to be solved in order to realize the Opportunity. Assign each Problem to a smaller subteam to explore further.

[In subgroups] LADDERING UP: For each Problem, briefly describe the expected Ideal Outcome, once the problem has been solved. Capture as a positively-stated, complete sentence.

[In subgroups] For each Problem, brainstorm the key Barrier(s) that prevent the Ideal Outcome from being realized today. Capture as negatively-stated, complete sentences.

[In subgroups] DRILLING DOWN: For each Barrier, conduct a quick Why-Why-Why analysis to uncover potential root causes for the Problem (again, divergent, all points of view welcome). Capture each potential root cause as a negatively-stated, complete sentence.

[In subgroups] Using a white board, flip chart, or Post-It notes construct a draft Why-Why-Why chart for each Problem to review with the other subgroups. Capture the essence of the conversation for review/input. Free form is fine.

[Full group] As subteams review their Why-Why-Why charts, the remaining participants listen for new Problems to be solved. Again, capture knowledge gaps, opposing points of view, etc.

You'll notice that the more you ask why, the more granular the problem statements become. Ideation begins to flow naturally. Encourage participants to capture their Ideas individually as they emerge and continue the process.

Nine Windows Analysis

Surrounding Environment			
System			
Components			
	Past	Present	Future

Nine Windows Analysis

Guidelines for Use - Prior to Session:

Identify the team's "here and now" problem statement. Write it in the middle box.

Define the system boundaries and subsystem elements.

Identify important environmental elements that relate to the problem.

Describe the "lifecycle" of the problem - What happens before? What happens afterwards?
Diverge/converge on potential workshop objectives --> What "facts" should be assembled/shared?

Guidelines for Use - In Session:

During session kick-off, to frame the session objective and set boundaries for ideas.
During problem definition - retraining the original problem to find alternative solution approaches.

Gap Analysis

Current State

Future State

Key Barriers

Strategy			
Structure			
Process			
People			
Rewards			
Information			
Culture			

Gap Analysis

Guidelines for Use - Prior to Session:

Identify the key elements of a "complete solution" to the problem (e.g., Galbraith model for organizational design).

Identify "stories" and "story tellers" to bring current state to life.

Guidelines for Use - In Session:

During session kick-off, review the session objective and key elements of the "complete solution."

During fact finding, use recent examples of major projects, etc., to uncover current state and key gaps.

During problem definition - identify the ideal future state and How Might We statements to close gap.

Blue Ocean Strategy

Rank	Feature	Measure	Value								
			Worst								Best
1	<i>Feature 1</i>	<i>Measure 1</i>	1	2	3	4	5	6	7	8	9
2	<i>Feature 2</i>	<i>Measure 2</i>	1	2	3	4	5	6	7	8	9
3	<i>Feature 3</i>	<i>Measure 3</i>	1	2	3	4	5	6	7	8	9
4	<i>Feature 4</i>	<i>Measure 4</i>	1	2	3	4	5	6	7	8	9
5	<i>Feature 5</i>	<i>Measure 5</i>	1	2	3	4	5	6	7	8	9
6	<i>Feature 6</i>	<i>Measure 6</i>	1	2	3	4	5	6	7	8	9
7	<i>Feature 7</i>	<i>Measure 7</i>	1	2	3	4	5	6	7	8	9
8	<i>Feature 8</i>	<i>Measure 8</i>	1	2	3	4	5	6	7	8	9
9	<i>Feature 9</i>	<i>Measure 9</i>	1	2	3	4	5	6	7	8	9
10	<i>Feature 10</i>	<i>Measure 10</i>	1	2	3	4	5	6	7	8	9

<i>Competitor's Offering</i>	<i>Proposed Offering</i>
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Blue Ocean Strategy

Guidelines for Use - Prior to Session:

Identify the key features/attributes of the product or service offering.

Rank the features in order of importance to your customer(s).

Identify specific measures for each feature (with best/worst range).

Identify a best-in-class competitor for your offering

Rate your proposed product offering and the Best In Class competitive offering on a 1-9 scale.

Guidelines for Use - In Session:

Concurrence check on starting value curves (features, measures, ratings).

Write "How Might We" problem statements for key gaps.

Brainstorm ways to enhance the current product design by eliminating key gaps.

Brainstorm additional features that could be added to the proposed product design.

Brainstorm ways to reduce product cost while preserving key product features.

Brainstorm alternative design approaches for maximizing key product features.

Quiet Storming

Opportunity / Problem Statement:

Initial Ideas	1A	1B	1C
Builds	2A	2B	2C
Builds	3A	3B	3C
Builds	4A	4B	4C

Quiet Storming

Session Preparation:

Print out copies of the Quiet Storming template on 6 different colors of 8.5x11 paper. Light colors work best. Cardstock is ideal.

Guidelines for Use - In Session:

Use powerdotting or a similar approach to select the 6 top problem statements for Ideation.

Divide the workshop participants into six subteams. Assign one problem statement to each subteam.

Distribute the Quiet Storming worksheets to the subteams; one color per subteam; one worksheet per subteam member.

Subteam members write their assigned Problem Statement across the top of their Quiet Storming sheet.

Each subteam will prepare one extra Quiet Storming sheet (with the Problem Statement written across the top) and return to the facilitator.

At this point, all subteam members will be holding one Quiet Storming sheet for their subteam's problem. The facilitator should be holding the 6 extra Quiet Storming sheets, one from each subteam.

Individual subteam members will brainstorm 3 different solution approaches to their assigned Problem Statement and write in the top three boxes (1A, 1B, 1C). Once complete, individuals will return their original Quiet Storming sheet to the facilitator in exchange for a Quiet Storming sheet from another subteam (i.e., a different color with a new problem statement).

Individuals will read the Problem Statement on their new Quiet Storming sheet as well as any Ideas already written. Individuals will add three ideas in the next open row (e.g., 2A, 2B, 2C), either by building on the previous ideas, or suggesting new solution approaches.

Once complete, individuals will return the sheet to the facilitator in exchange for another Quiet Storming sheet. Ideally, each participant will work on at least 4 different Problem Statements (i.e., 4 different colors).

Continue until all of the Quiet Storming sheets are completed, but for no more than 30-45 minutes.

Gather all Quiet Storming sheets of the same color and return to the original subteam for evaluation.

Give the subteams time to review all of the ideas generated for their original Problem Statement. Circle the most promising Ideas on each Quiet Storming sheet. Converge on the top 2-3 ideas for each Problem Statement.

Complete Idea Cards for the top 2-3 Ideas and report out to the other subteams for input.

Reverse Brainstorming

What Problem Are You Trying To Solve?

Reverse the problem by asking:

- * "How could I possibly cause this problem or make it worse?"
- * "How could I possibly achieve the opposite effect?"

Brainstorm solutions to the reversed problem statements:

Now, reverse those ideas to generate solutions to the original problem statement:

Select the best ideas for further evaluation:

Reverse Brainstorming

Guidelines for Use - In Session:

Begin with quick round of traditional brainstorming to capture top-of-mind ideas.

Have individuals brainstorm ways to cause the problem (or make it worse) silently (60 s) then share out.

Have individuals brainstorm ways to reverse those ideas silently (60 seconds), then share out.

Combine/build/strengthen the top ideas.

Innovation By Analogy

2. Who Else Has This Problem?	3. How Have They Solved It?
1. What Problem Are You Trying To Solve?	4. How Might You Reapply Their Solution?

Innovation by Analogy

Session Preparation:

Print Analogous Solutions worksheet in 11x17 or half-poster format for subgroup work

Write prompting questions on a flip chart or overhead:

Who else in our industry has this same problem?

What other industries have this same problem?

What kind of a problem is this (i.e., generalize the problem)?

What problems are similar to this? Who else has those kinds of problems?

Guidelines for Use - In Session (during Ideation):

Assign one Problem Statement to each subteam.

Distribute Innovation by Analogy worksheets to each subteam.

Review prompting questions and share some examples from the literature (see references).

For each Problem Statement, brainstorm (as a full group) potential Analogies (on Post-Its) and give to responsible subteam.

In subteams, review the brainstorm list of Analogies and choose the most interesting/useful.

Time permitting, do a quick Google or Wikipedia search to learn more about the Analogy.

Quickly debrief: In what ways is the Analogy the same? Different?

Capture insights on the Analogous solution works. How can the solution be reapplied? How would it need to be modified?

Converge on top Ideas and share with full group.

Theory of Inventive Problem Solving (TIPS/TRIZ)

<p>2. What Is The Inherent Contradiction (Trade-Off) To Be Resolved?</p>	<p>3. Which Inventive Principle Might Be Used To Resolve the Contradiction?</p>
<p>1. What Problem Are You Trying To Solve?</p>	<p>4. How Might You Apply This Principle To The Current Design?</p>

Theory of Inventive Problem Solving (TIPS/TRIZ)

Session Preparation:

Print out 40 TIPS Principles with internal/external examples.

Guidelines for Use - In Session:

During Ideation (typically, Round 2) - divide the 40 Principles equally among participants.

In pairs, review the assigned Principles and examples.

As a Forced Connection exercise, apply at least one Principle (per pair) to each of the top challenges.

Ideality / Wishful Thinking

What problem are you trying to solve?

What would my perfect solution be?

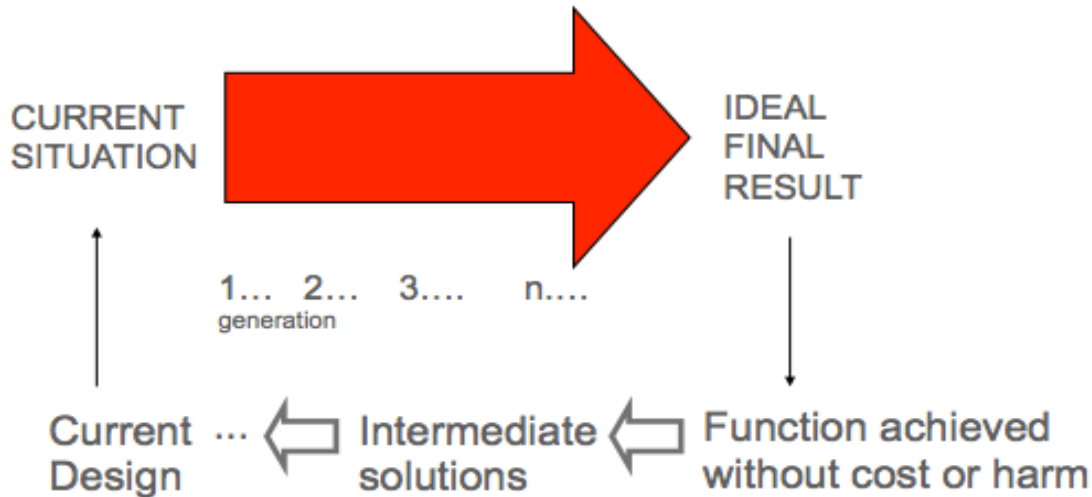
What if cost/schedule/laws did not matter at all?

What would I do if I had unlimited power and resources?

Once you have dreamed of your perfect solution, you can then consider how much can be put into practice and how to achieve it.

Ideality / Wishful Thinking

Guidelines for Use - In Session:



By dreaming of your ideal situation or solution, you can often come up with something which can have a similar effect but in more practical, realistic way. It can also be useful because you have something to aim for and you can then consider how close to ideal you want to strive for.

Use your ideal solution to come up with ideas of how it can be obtained, or how part of it can be obtained.

Some wishful questions you might ask yourself might be:

What would my perfect solution be?

What effect would my ideal solution have?

What if cost/schedule/quality did not matter at all?

What would I do if I had unlimited power and resources?

What would my ideal solution look like?

Once you have dreamed of your perfect solution, you can then consider how much of it can be put into practice and how you can achieve it. See what practical benefits you can get from the perfect solutions.

Assumption Smashing

What problem are you trying to solve?

What would be your perfect solution?

What is stopping you from implementing your perfect solution today?

What assumptions are you making about the problem? What "rules" do you assume you need to follow?

If you were to reverse the assumption (eliminate the rule), would it make it easier to solve your problem?

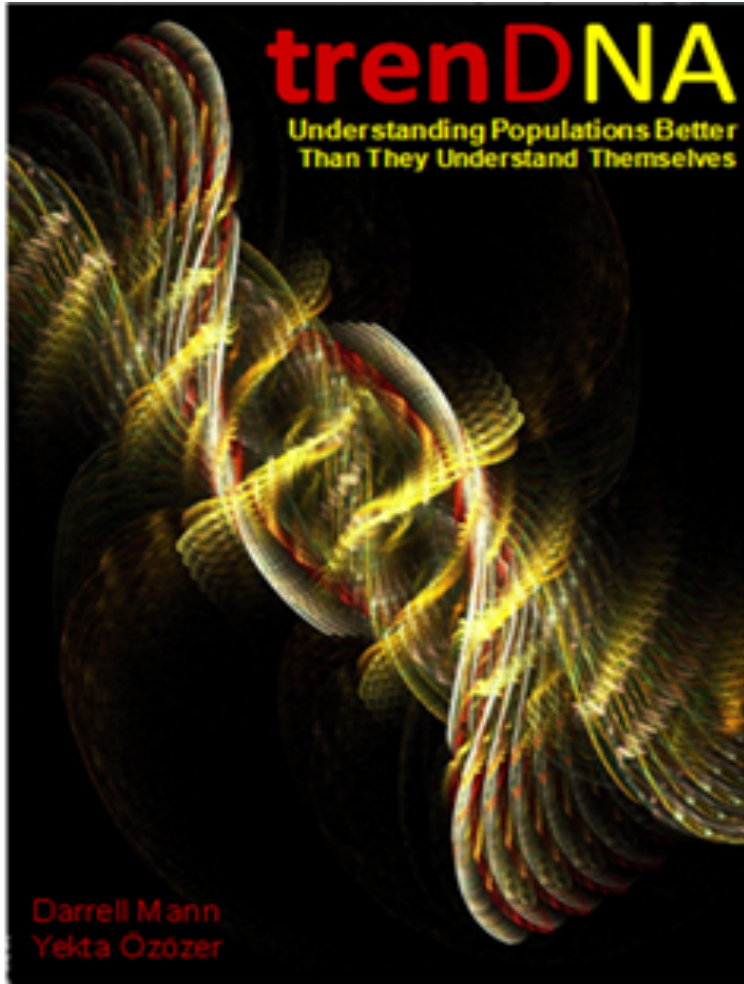
Assumption Smashing

Guidelines for Use - In Session:

In subgroups, choose a How Might We statement and complete the Assumption Smashing template.

Capture ideas on Idea Cards.

Trend Analysis



Trend Analysis

Session Preparation:

Research relevant trends and compile into a list.

[Alternatively, purchase Darrell Mann's excellent summary of trends.](#)

Available at: <http://www.systematic-innovation.com/Products/products01.htm>

Guidelines for Use - In Session:

Distribute candidate trends to subteams. Have participants sort which trends may be relevant to the workshop objective.

Capture potential problem statements in the form of "How Might We" statements.

Brainstorm ways to leverage the trend (or ways to avoid the undesired consequences of harmful trends).

Random Picture

What Problem Are You Trying To Solve?

Select a random picture from a magazine.

What activities are going on?

What situations are being faced?

Why are the people doing what they are doing?

What principles are being used?

With a picture in front of you, extract an idea from it, or imagine a similar theme/person/action happening within your own situation. How can you use that new situation/object/attitude in your own situation?

Random Picture

Guidelines for Use - Prior to Session:

Collect magazine images from a variety of themed publications (sports, fashion, travel, etc.) The best images include people involved in some activity.

Guidelines for Use - In Session:

Distribute the problem statements among the participants (working individually or in pairs).

Have the participants select images from those available at random.

Complete the Random Picture template and write at least one Idea Card .

Repeat with a second image, time permitting.

Random Object

What Problem Are You Trying To Solve?

Select an object from home that you find particularly innovative (e.g., the iPod Nano).

What are the innovative features, advantages, and benefits of the object you selected?

What are the other attributes of the object? (size, shape, materials, color)

What important problem does this object solve? What important problems were solved to enable this object?

What inventive principles are being used?

How might the same features/principles be reapplied to your problem?

Random Object

Guidelines for Use - Prior to Session:

Invite participants to select an object from home that they find particularly innovative (e.g., the iPod Nano).

Guidelines for Use - In Session:

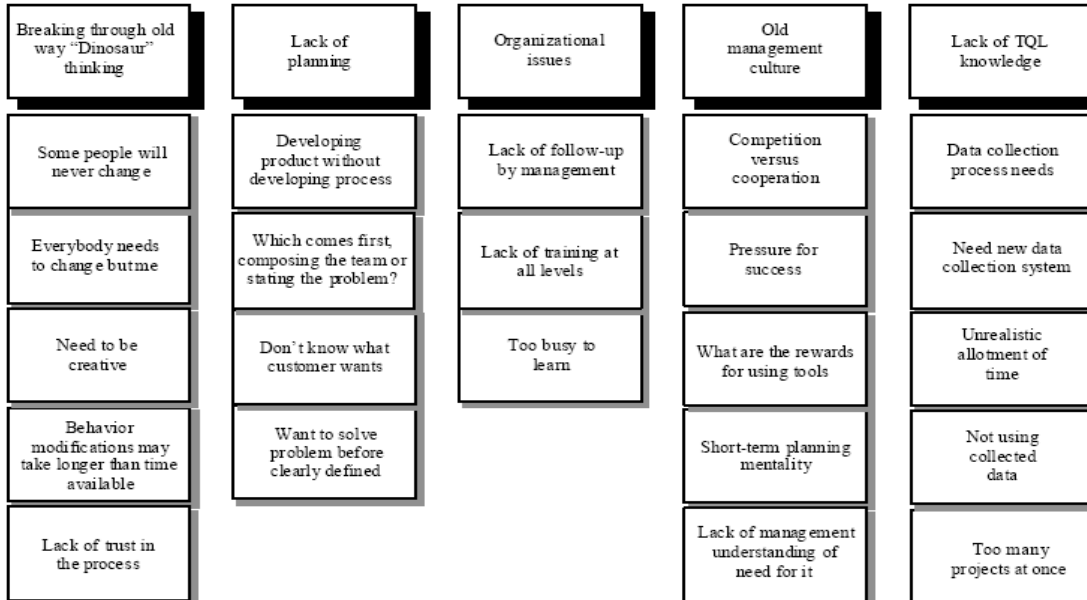
Distribute the problem statements among the participants
(working individually or in pairs)

Complete the Random Object template and write at least one Idea Card.

Repeat with a second object time permitting.

Affinity Diagram & Power Dots

Issues in Implementing Continuous Process Improvement



Affinity Diagram & Power Dots

Guidelines for Use - In Session

Problem Definition:

As the group diverges on problem statements, post How Might We's that are similar to each other in a group on the wall.

For each group, create a header post-it note with the theme of that group. Place at the top of the group.

Distribute 5 power dots to each participant.

Participants vote on 5 different "How Might We" statements that they believe best meet the Rules for Convergence.

Identify the top 5 "How Might We" statements to be carried into the Idea Finding step.

Idea Finding:

Group Idea Cards into an Affinity Diagram.

Write the theme for each group on a Post-It and place it at the top of the group.

Each participant receives 5 power dots.

Participants vote on the ideas they think best meet the session objectives.

Identify the top Idea Cards that should be taken into prototyping.

Best Bet Option Analysis

Rating: 1 = Worst to 5 = Best

Criteria	Idea 1	Idea 2	Idea 3	Idea 4	Idea 5	Idea6
Marketing						
Clear unmet customer need	3	3				
Clear competitive advantage						
Large/growing market						
Finance						
Resources required to develop	4	5				
Capital investment required						
Net Present Value and ROI						
Legal						
Threat to nonprofit status	3	2				
Intellectual Property						
Contract Risk / Exposure to Litigation						
Regulatory						
Work Force HS&E Risk	1	3				
Environmental Impact						
Technology						
Sound fundamental science/engineering	5	4				
Skills readily available (internal or external)						
Ease of scale-up						
Production						
Existing/available production capacity	2	5				
Reliability of production/delivery systems						
Complexity risk to current business						

Best Bet Option Analysis

Guidelines for Use - In Session:

Brainstorm the criteria in each category by which you'll need to judge each idea. Create new categories if you need to.

Assign a weight to each category. Make sure these weights add up to 100.

In each "Idea" column, assign a rating for each category for that idea.

Rank the ideas based on overall score.

For each idea, if a criterion received a rating of 3 or below, it is a new problem to solve.

In order to improve the idea's score, the team must focus on how they are going to solve the problems of the items rated with a 3 or less.

Implementation Intention

Idea Name:

Ideal Outcome:

Specific Action Steps:

Potential Barriers:

How to Overcome:

Implementation Intention

Guidelines for Use - In Session:

Converge on top Ideas coming out of the Solution Finding activity.

Assign top Ideas and flip charts pads (or pre-printed posters) to subteams.

For each Idea:

Write down what the ideal outcome would be with a successful execution of that opportunity.

List out the specific action steps that will need to be taken in order to execute successfully.

List out the potential barriers that will prevent the action steps from being completed.

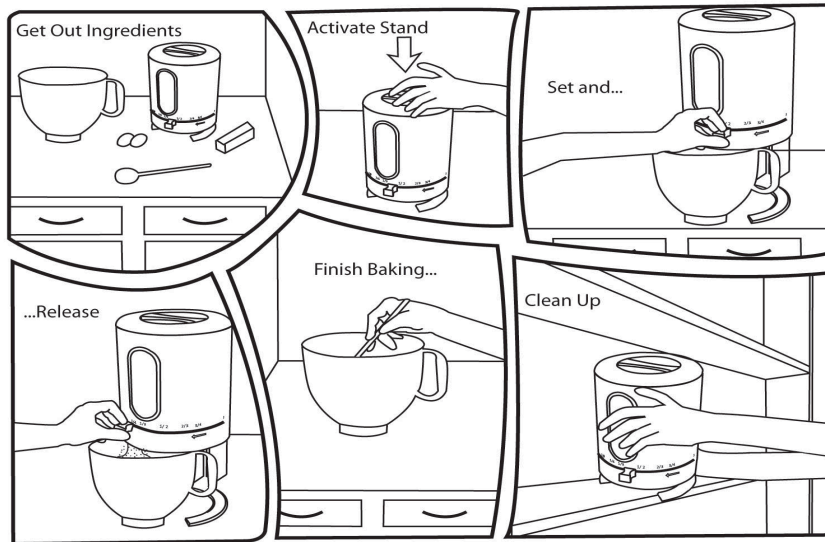
Identify how those barriers will be overcome when they arise.

Review proposed action plan to full group for input/builds.

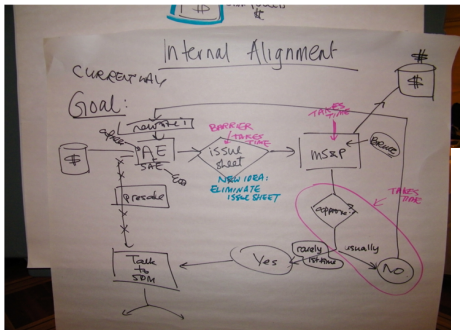
Sufficiency check - will the Action Plan deliver against the program objectives?

Reality check - is time/money/resources available to complete the projects?

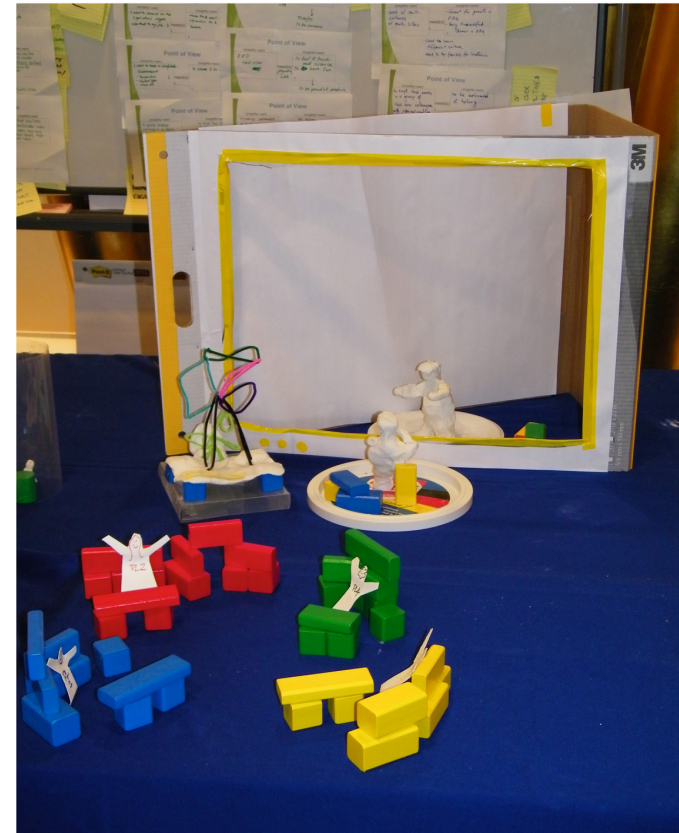
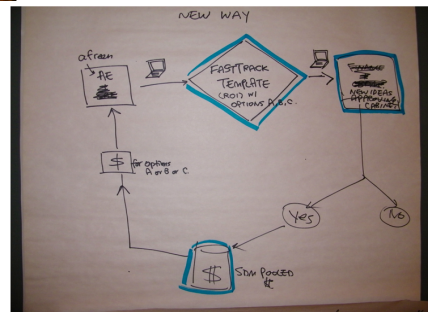
Rapid Prototyping



Before



After



Rapid Prototyping

Guidelines for Use:

Review common techniques for rapid prototyping with examples.

60 Second Elevator Pitch

Quick Sketches

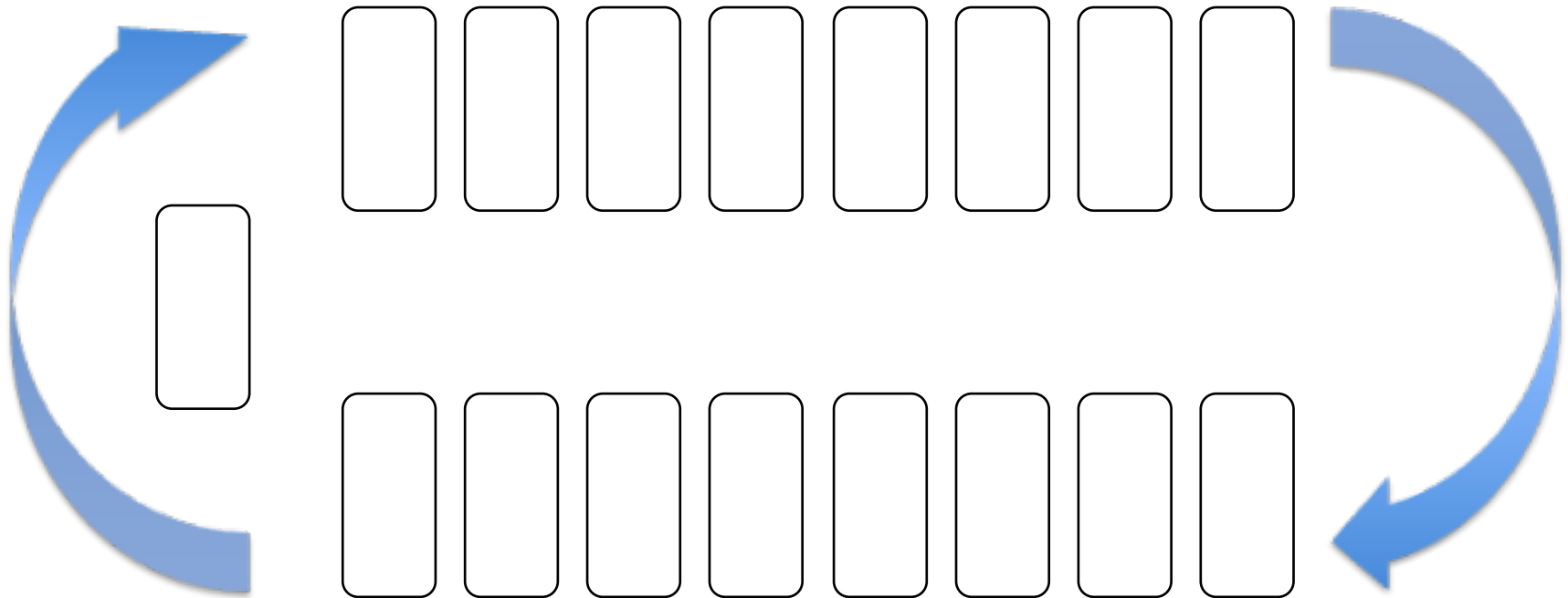
Storyboard

Skit or Role Play

Low Resolution Prototyping (2D / 3D)

Have subgroups select which rapid prototyping technique is most appropriate for bringing the Idea to life.

Speed Dating



Speed Dating

Guidelines for Use - Prior to Session:

Draft 10 focused questions that will help immerse the participants in the workshop objective (e.g., if the topic is "Sustainability", one question may be "does your office have a recycling program?").

Guidelines for Use - In Session:

Arrange two rows of chairs with participants facing each other. Place one additional chair at the end of the two rows. This is the "observer" position.

There must be an odd number of participants for the speed dating rotation to work. If there are an even number of participants, one of the facilitators can start in the "observer" location.

The facilitator reads the first question and the participants have 2-3 minutes to discuss.

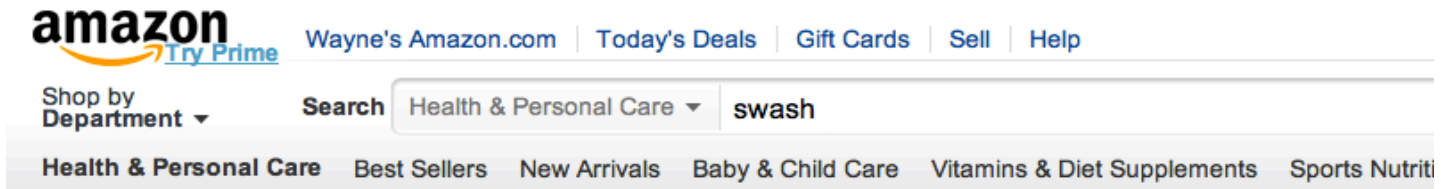
All participants rotate one position clockwise. The "observer" will now join the discussion, and a new "observer" will take their place.

The facilitator reads the second question and the participants have another 2-3 minutes to discuss.

Continue the rotation until all the questions have been discussed, or until time expires (don't keep this up for more than 30 minutes).

Have the participants individually capture their key insights on post-its (one insight per post-it) and share Group/theme insights. Capture potential problem statements in the form of "How Might We" statements (if appropriate).

Amazon Method



Swash Variety Pack

by [Tide](#) ✓

[Be the first to review this item](#)

Price: **\$13.80** (\$4.60 / Item)

Only 7 left in stock.

Ships from and sold by [PSA DEALS](#).

- Fresh it up
- Smooth it out
- Steam it out

[Share](#)    



Amazon Method

Guidelines for Use - In Session

Prototypes are created as if product is being viewed on Amazon – include name, picture, and description.

Post the prototypes around the room.

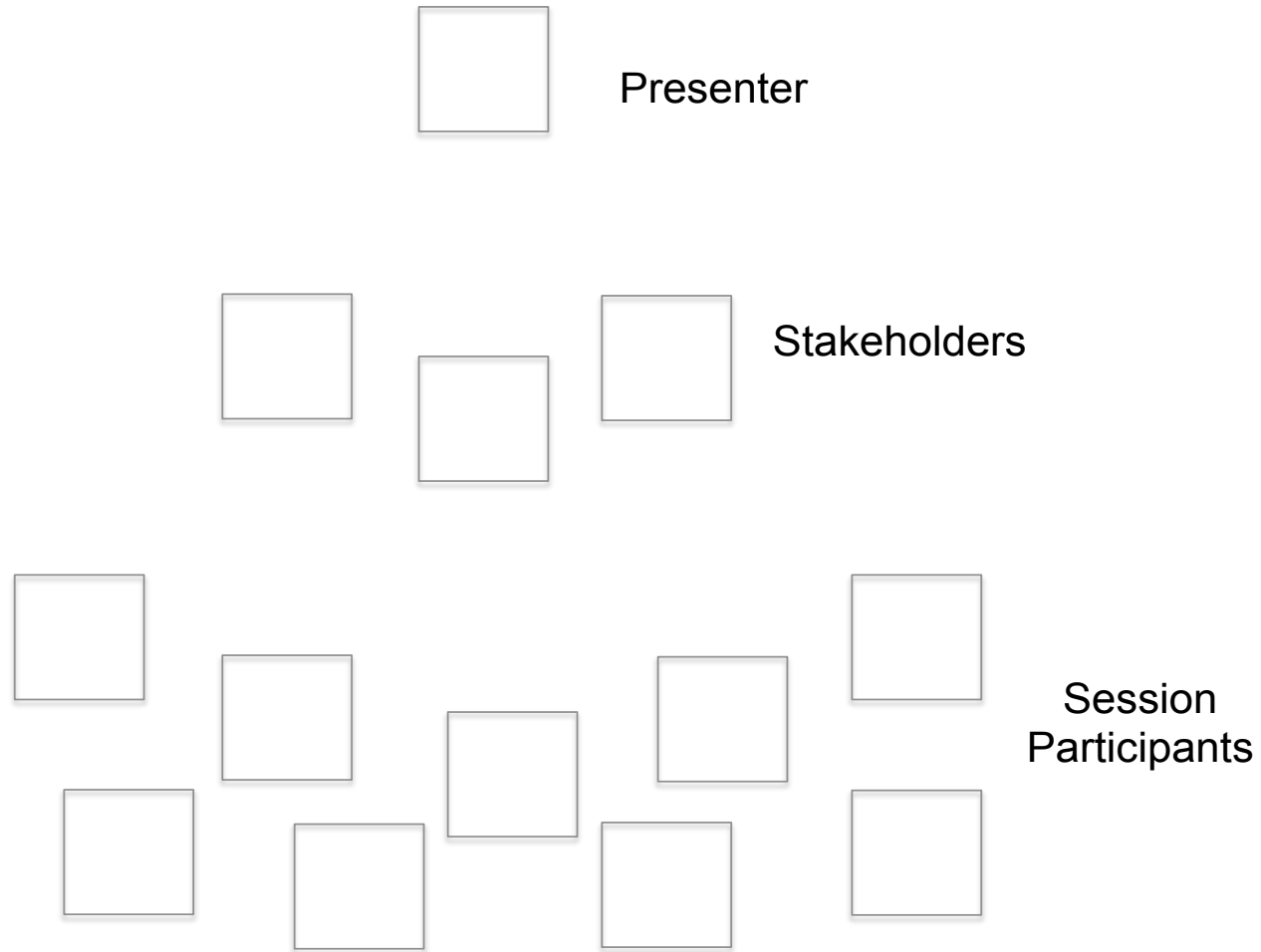
Customers read each description (no verbal explanation from prototype creators).

Customers (silently) rate the ideas (1-5 stars) and write a brief review of what they like and don't like.

Get a read on which ideas rose to the top (e.g. “stand by the idea you liked best”).

Wrap up with a panel that allows session participants to ask customers questions. (e.g. which ideas are best / worst, why?; probe on certain ideas, etc.).

Stakeholder Review



Stakeholder Review

Guidelines for Use - In Session

Invite key stakeholders into the session to review top ideas.

Present each prototype in turn.

Have participants capture likes and wish-for's on small post-it notes.

Have stakeholders share their overall impressions of all the ideas.

Displayed Thinking®

(unit dose new product development example)

Product Design	Consumer Testing	Equipment Design	Test Stand Development	Intellectual Property
Pouch shape	Building panels	Transformation analysis	Film Handling	Literature search
Formula design	Expert panels	Conceptual design	Pouch filling	Freedom to practice opinion
Dose per pouch	Consumer test product making	Packaging OEM vendor survey	Pouch sealing	IP strategy development
Film formulation	Consumer in-home testing	Equipment development timeline	Film cutting	Patent applications
Total material cost per dose	Concept testing	Capital cost estimate		
Performance testing				

Displayed Thinking®

Guidelines for Use - Getting Ready:

Clear one large, well-lit wall area at least 8' tall x 20' wide.

One Sharpie pen and 5"x8" Post-it pad (or Index Cards) per participant.

Simple Action Planning posters (What - Who - When) or flip charts available.

Guidelines for Use - In Session:

Brainstorm the main categories of work required to fully implement the top Ideas from the Solution Finding steps. Write on Post-its / Index Cards and post along the top row (Headers, in **Bold** in the above example).

Under each Header, brainstorm more specific bodies of work needed under each category. Write on Post-its / Index Cards and post under the main Headers.

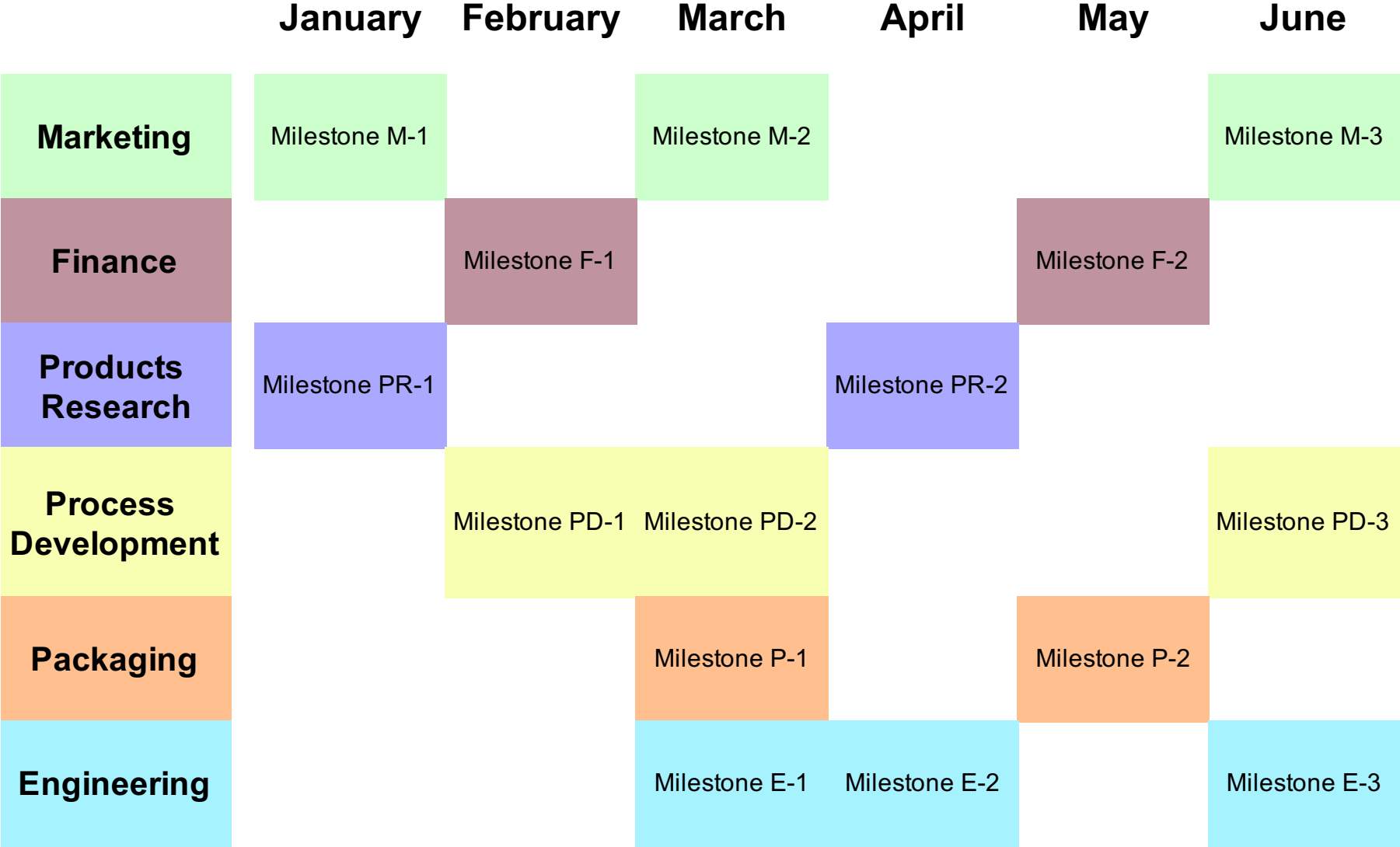
After brainstorming, converge on the most important work that needs to be completed in the next 90 days.

Individually, or in small subgroups, develop more detailed 90 Day Action Plans for each of the top subcategories of work. Capture on flip charts or pre-printed posters. Identify resource needs/gaps to complete work in a timely fashion.

Review with full team for builds/concurrence. Develop a communication plan for project sponsors, including recommendations for filling resource gaps.

Immersive Critical Path Schedule

(new product development example)



Immersive Critical Path Schedule

Guidelines for Use - Getting Ready:

Clear one large, well-lit wall area at least 8' tall x 20' wide.

One Sharpie pen and 5"x8" Post-it pad (or Index Cards) per participant.

Write the months to be included in the schedule on individual Post-its or Index Cards. Post along the top row.

Identify logical work groups for the program. Could be Functions (see example), Departments, Plant Sites, or Subteams on a Task Force.

Guidelines for Use - In Session:

Individuals capture what they believe they are personally responsible for on the project (key deliverables or milestones) on Post-Its or Index Cards. Note: It is helpful if all members of same work group have the same color Post-its pad.

Post individual deliverables or milestones on the timeline in rows by work group.

Check for dependencies between individuals within a work group, or between work groups. Expand the schedule to accommodate dependencies, and/or brainstorm ways to accelerate critical path work.

Review the resulting schedule with the program Sponsor for concurrence.

Key Stakeholder Commitment Chart

Key Players	No Commitment	Let It Happen	Help It Happen	Make It Happen

Legend: **X** = Present State; **O** = Desired State

Key Stakeholder Commitment Chart

Guidelines for Use - In Session:

Identify the key stakeholders whose engagement will affect the success of your project.

For each stakeholder, place an "X" in the column that reflects their current state.

For each stakeholder, place an "O" in the column that reflects where you need them to be.

Draw an arrow from each X to the O in the same row to indicate where you need to move each stakeholder. If the X and O are in the same column, circle them to indicate no action.