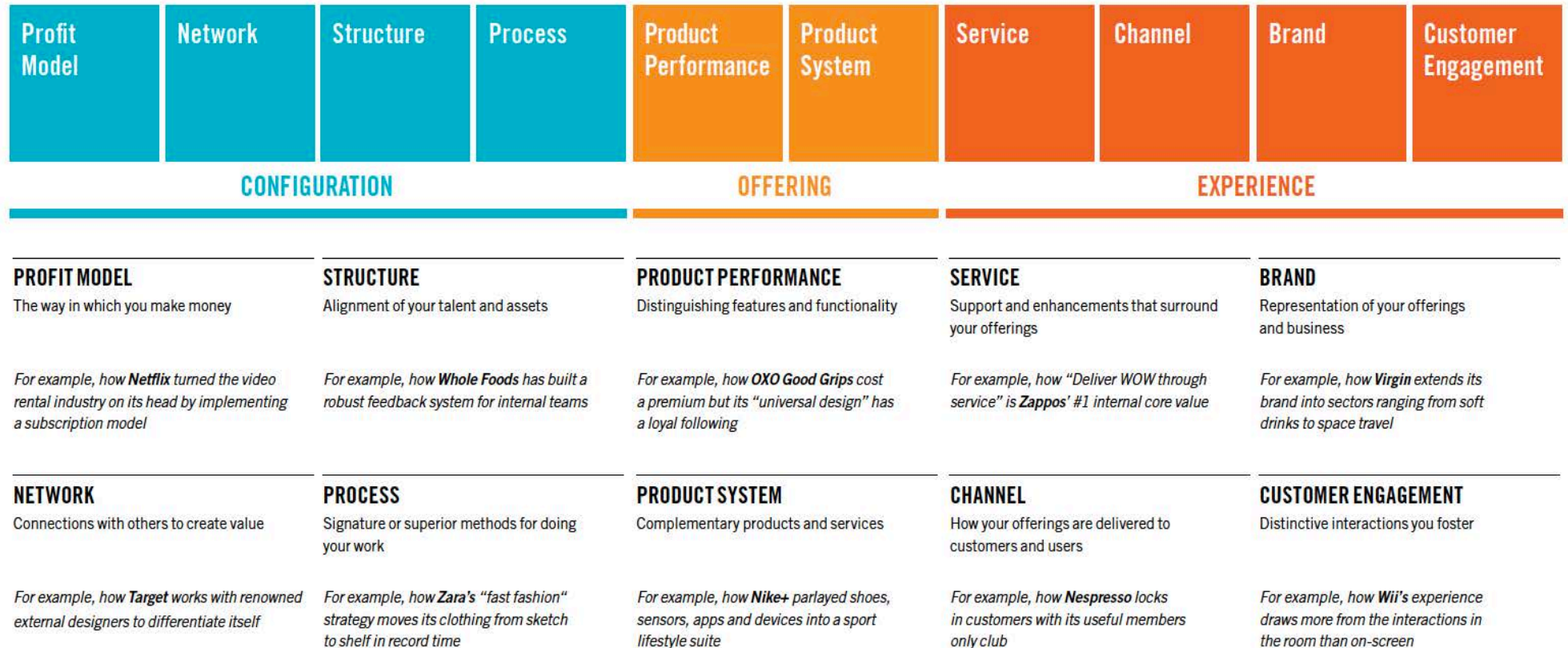


Innovation Toolkit

How to unleash innovation

Doblin's Ten Types of Innovation



Innovation should happen in all areas. Many organisations just focus on Product and Service Innovation. Those who know where the value is, focus on all areas. They know there is more value to be had at the ends of the spectrum rather than in the middle!



WHY DO WE NEED A FRAMEWORK?

7 Blockers to Innovation

NOT ADAPTING TO THE NEW WORLD

Over managing and under leading
so people stop thinking

NOT COLLABORATING

Thinking that teamworking
is cheating

NOT TAKING TIME TO THINK ABOUT OPPORTUNITIES

Not getting to the root cause and trying
to make one idea work, no insights

NOT PRIORITISING

Everything has to be done

NOT KILLING RISK EARLY ENOUGH

Not anticipating

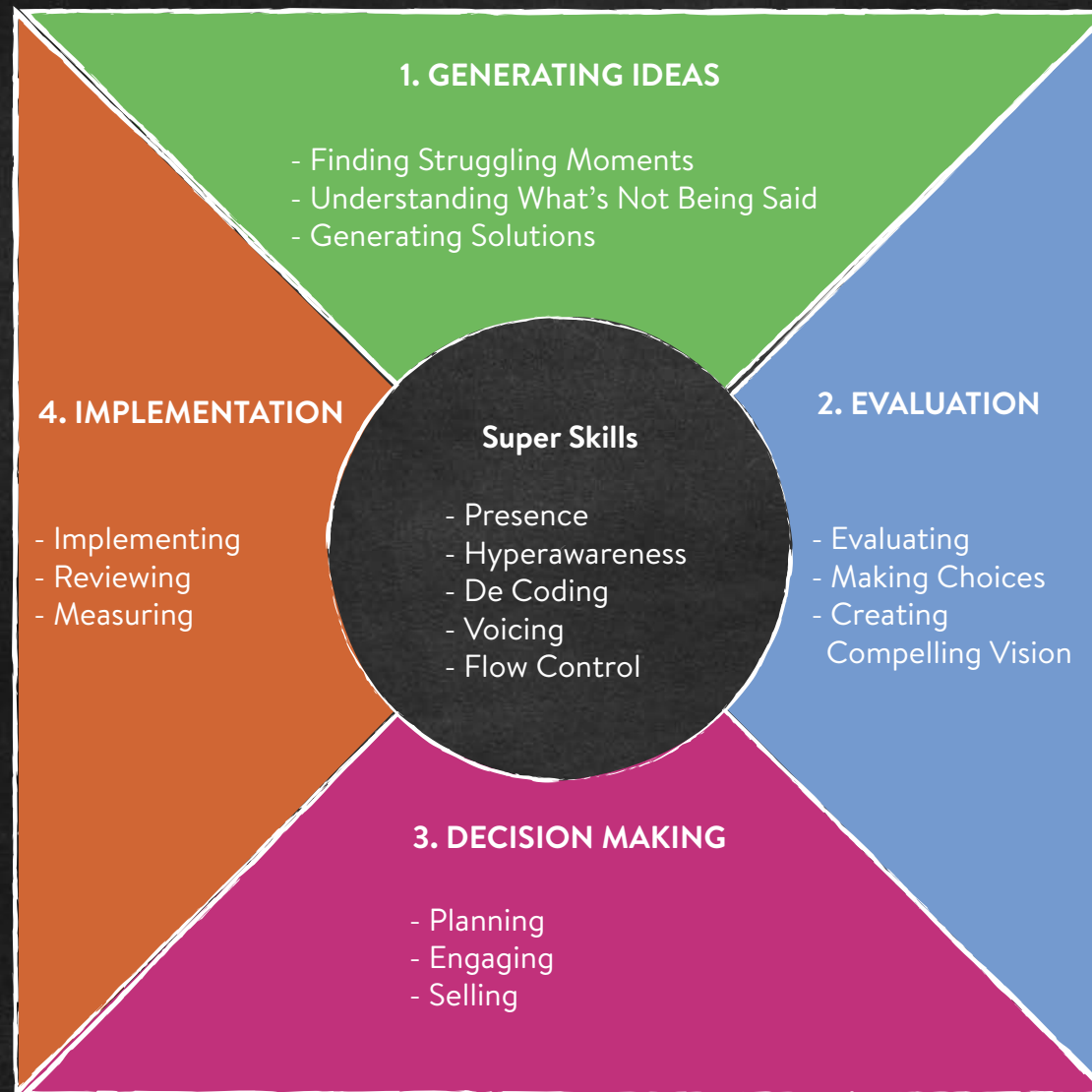
NOT ENGAGING THE BUSINESS

Not communicating with meaning
and engaging people

NOT LEADING CHANGE IN THE RIGHT WAY

Using the wrong methods

INNOVATION FRAMEWORK

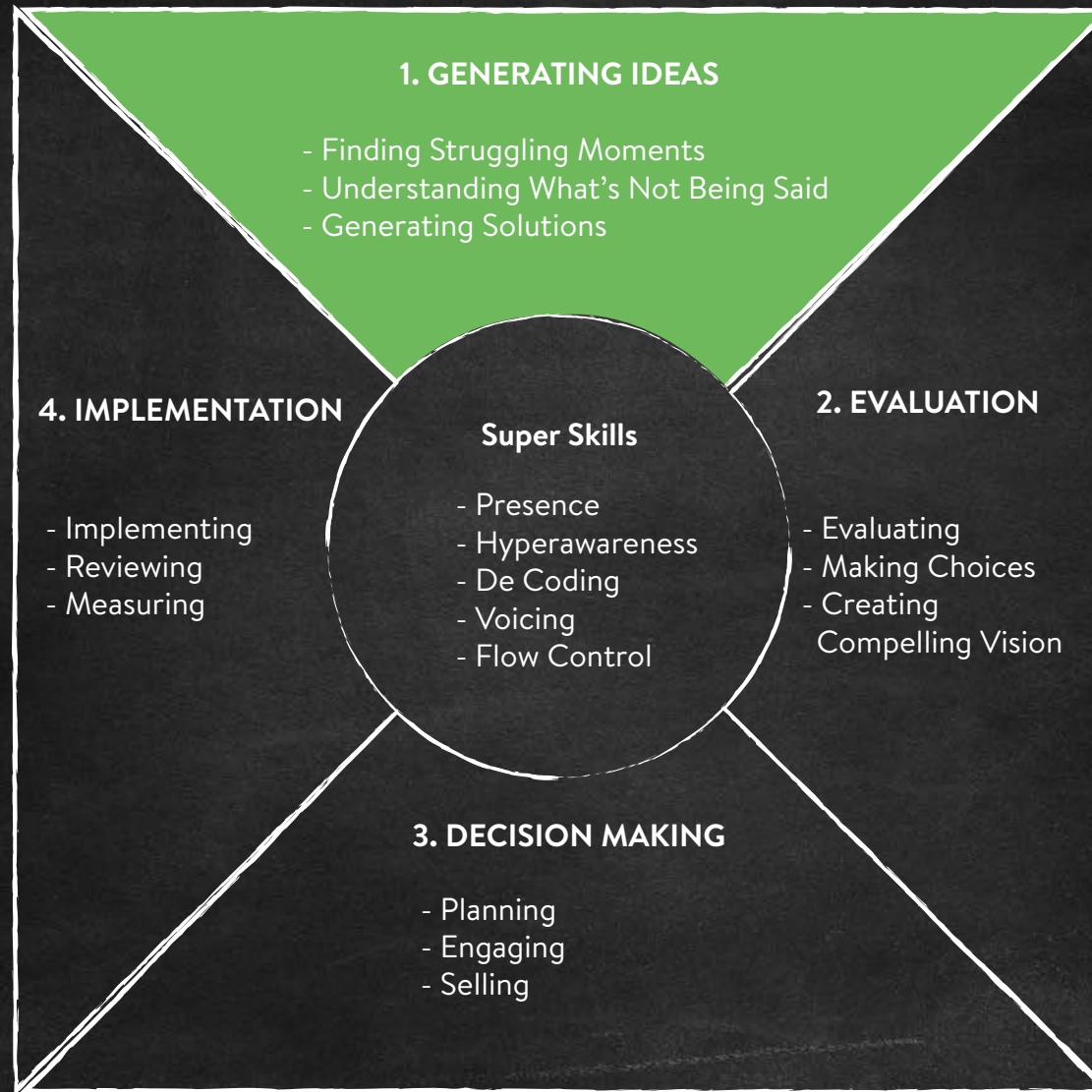


INNOVATION FRAMEWORK

	Generating Ideas	Evaluation	Decision Making	Implementation
Why this stage is important	To ensure we create breakthrough strategies	To make sure we allocate resource to the right idea	To remove barriers and make execution easier	To deliver value in an efficient and effective way
What to do at this stage	<p>Using divergent thinking to fully understand the problem, generate insights, and create a range of possible solutions that add value</p> <ul style="list-style-type: none"> Finding Struggling Moments Understanding What's Not Being Said Generating Solutions 	<p>Using convergent thinking to evaluate options and generate actual solutions to be implemented</p> <ul style="list-style-type: none"> Evaluating Making Choices Creating Compelling Vision 	<p>Making it possible by creating a co-built plan to deliver the jobs to be done</p> <ul style="list-style-type: none"> Planning Engaging Selling 	<p>Making it happen by implementing the solution, and measuring the value added</p> <ul style="list-style-type: none"> Implementing Reviewing Measuring
What tools you can use at this stage	<p>Finding Struggling Moments 5 WHys Gap Leap 5 Struggling Moments</p> <p>Not Being Said Forces of Progress World Cafe</p> <p>Generating Solutions 4 Rs 6 Thinking Hats Radiant Problem Solving</p>	<p>Evaluation Divergent/Convergent Voice of Customer DFV Analysis</p> <p>Making Choices Ease Impact Grid</p> <p>Compelling Vision Job Story Mandala Visioning Cover Story</p>	<p>Plan Sticky Steps Game Plan</p> <p>Engage DRIVERSCAP Change House</p> <p>Sell Future Familiar Example Point</p>	<p>Implement Action Planning Agile Boards</p> <p>Review Action Replay</p> <p>Measure Benefits Map</p>
Expected Outcomes	New Insights and Ideas	New Opportunities and Clear Visions	Change Plan and Engagement	Action and Added Value

	Presence	Hyper-awareness	De-coding	Voicing	Flow Control
Purpose	Be in the moment	Choose your emotions	Seek first to understand	Being courageous	Think beginning, middle and end
What	Maintaining undivided attention, really “being there” for the other person - by remaining focused on the conversation and able to ignore distractions.	Self-awareness of your biases, beliefs and emotional triggers, meaning you know what is going on for you during a conversation and how to control your emotions.	Drawing out what the other person is really saying by getting to the meaning behind the words so that the other person really feels understood by you.	Expressing your views with courage and conviction in a way that is constructive and helpful for the conversation - even when you have to give tough messages.	Managing conversations - the beginning, middle and end - so that it flows well and results in clear outcomes that everyone agrees with.
Top Tips	<p>Find a time and space where you can talk without interruptions.</p> <p>Before the conversation</p> <ul style="list-style-type: none"> • Turn off your phone and put it away, and close your laptop. • Tune-in to yourself before you start to see if anything is filling your thoughts ... if so, consciously 'park' it and decide to come back to it later. Or, if you can't, agree to have the conversation another time. <p>During the conversation</p> <ul style="list-style-type: none"> • Pay attention to your attention – check that you are still present. • If your mind wanders, use one of the tips (like your catchphrase). • Paraphrase what the other person is saying to make sure you are correctly hearing what they are telling you. 	<p>Take the time to understand what 'events' trigger you to respond emotionally during a conversation</p> <ul style="list-style-type: none"> • Develop your ability to spot when you have been triggered and consciously pause before you act or reply – remember it takes only six seconds for your rational brain re-engage. • Tune into your physical state – are you feeling hungry, tired, thirsty, hot, cold or stressed? Our physiological state significantly impacts our ability to concentrate and to regulate our emotions. We tend to overlook this, especially when we are busy. • Be curious – if you talk to someone and you find yourself being annoyed or irritated, ask yourself 'why?' – keep learning about yourself. • Make sure you stay aware of your own needs during a conversation. 	<p>Check your mindset when you are listening to someone speak and ask yourself – ‘am I listening to understand this person or am I listening so I can just get my view across?’</p> <ul style="list-style-type: none"> • Practice listening on three levels: <ul style="list-style-type: none"> – Listen for Facts – what did they actually say? – Listen for Feelings – what emotions am I picking up? – Listen for Intent – what are they really trying to tell me? • Remember that great conversations start with great questions – so ask more questions and give fewer answers. • Paraphrase what the other person says so you can check you have heard them correctly. • Avoid responding to or judging what other people say until you have understood what they are saying – the 'rush to judge' is one of the quickest ways for conversations to turn into monologues! 	<p>If you are worried about having a difficult conversation, remind yourself that you are not alone. So go easy on yourself.</p> <ul style="list-style-type: none"> • Think logically about the risk of having the conversation versus avoiding it – research shows we tend to focus more on the risk of having the conversation than on the benefits of addressing an issue. • Tune into your feelings and learn to name them – conversations are difficult precisely because they are all about feelings. So before a difficult conversation, write down your feelings • Use the OFT'N model: <ul style="list-style-type: none"> – Observe – the facts – Feelings – name your emotions – Thoughts – explain your thinking – N – state what you Need. • Rehearse and practice difficult messages – and ask someone you trust to give you feedback. • Finally, remember that voicing is about speaking your truth – you have to give other person the opportunity speak their truth! 	<p>Before the conversation, ask yourself the following:</p> <ul style="list-style-type: none"> • What is the objective of the conversation? • What will a successful outcome look like? • What do I want to 'voice'? • How do I feel about this? • What do I think the other person may be thinking or feeling? • How might they react? How will I respond to this? • Where is the best place / time to meet? • How much time will we need? <p>During the conversation</p> <ul style="list-style-type: none"> • Agree purpose of the conversation with the other person. • Demonstrate you are 'present' (Super-Skill one) – and stay present. • Honestly 'voice' your feelings (Hyper-Awareness and Voicing). • Make sure you fully understand the other person (De-coding). • Summarise what has been discussed and make sure you agree next steps. • If the conversation veers off-track or the other person talks too much or too little, notice this and gently steer it back to the agreed objectives.
Remember	Your attention is one of the most important gifts you can give to other people! So practice showing it.	One of the most important ways to get the right outcome from your conversations is to be aware and in control of your own needs and emotions. So practice tuning into yourself.	If you improve only one Super-Skill make it this one, whether that be at work, with your partners, your friends or your neighbours. Remember we have two ears and one mouth – use them in that proportion.	This is perhaps the hardest Super-Skills because many of us associate speaking out with risk or causing arguments. But very few problems, at home or at work, are solved by not speaking about them – and we all feel better once we say what we really feel and think.	Great conversations don't just happen by accident. They require planning and the ability to be responsive during the conversation to ensure it stays on track. Your time is precious so use it wisely.

1. GENERATING IDEAS



1. GENERATING IDEAS

To ensure we create breakthrough strategies

Using divergent thinking to fully understand the problem, generate insights, and create a range of possible solutions that add value

- Finding Struggling Moments
- Understanding What's Not Being Said
- Generating Solutions

Finding Struggling Moments

5 WHYs
Gap Leap
5 Struggling Moments

Not Being Said

Forces of Progress
World Cafe

Generating Solutions

4 Rs
6 Thinking Hats
Radiant Problem Solving

OUTPUT
New Insights and Ideas

The generating ideas stage is designed to ensure we don't rush into something we regret later on. It is easy to go from having a problem or opportunity to leaping into action in our fast paced world. During this stage it is a good opportunity to slow the action down, and really think about the situation.

This essential first step in creating a solution is to generate key insights into the external environment and the organisations own realities – those brutal truths will enable you to make the best choices. You need to think about where to get your insights from. Beware of just looking at traditional best practice insights – be open in your thinking, also look forward. During this phase it is a good idea to deep dive into the following areas of inquiry:

- Stakeholders
- Customers
- Competitors
- Academia
- Industry dynamics
- The broader environment
- Internal perspectives
- Culture
- Trends/Patterns
- Future Practice/Foresights

The aim is to gain insights and ideas by:

- Understanding patterns and trends
- Anticipate future opportunities
- Recognising what is important and what's not
- Understanding root causes and ultimate consequences
- Seeing these things first or better than competitors
- Generating a variety of creative options/solutions using a range of tools

The output of this stage is a variety of possible solutions based on robust analysis and insight.

5 WHYS

DEFINE THE PROBLEM

WHY IS THIS HAPPENING?

1.

Why is that? ▼

2.

Why is that? ▼

3.

Why is that? ▼

4.

Why is that? ▼

5.

5 WHYS

What is it?

The 5 Whys is a simple problem solving technique that helps you to get to the root of a problem quickly. Made popular in the 1970s by the Toyota Production System, the 5 Whys strategy involves looking at any problem and asking: “Why?” and “What caused this problem?”

Very often, the answer to the first “why” will prompt another “why” and the answer to the second “why” will prompt another and so on; hence the name the 5 Whys strategy.

Benefits of the 5 Whys include:

It helps you to quickly determine the root cause of a problem.

It’s simple, and easy to learn and apply.

Where I can use it?

- Problem Solving
- Gaining Insights
- Meetings
- Coaching



How do I use it?

When you’re looking to solve a problem, start at the end result and work backward (toward the root cause), continually asking: “Why?” You’ll need to repeat this over and over until the root cause of the problem becomes apparent.

Write down the specific problem on a flip chart. Writing it down helps you formalise the problem and describe it accurately. It also helps a team focus on the same problem. Use brainstorming to ask why the problem occurs then, write the answer down below. If this answer doesn’t identify the source of the problem, ask ‘why?’ again and write that answer down. Loop back to step three until the team agrees that they have identified the problem’s root cause. Again, this may take fewer or more than five whys to get to the root cause.

You then need to create a solution to solve the root cause.

Note:

The 5 Whys technique is a simple technique that can help you quickly get to the root of a problem. But that is all it is, and the more complex things get, the more likely it is to lead you down a false trail. If it doesn’t quickly give you an answer that’s obviously right, then you may need to use a more sophisticated **problem solving** technique such as **Root Cause Analysis** or **Cause and Effect Analysis**.

GAP LEAP

<div>...IF NOT FIXED... 2</div>	<div>...IF FIXED... 3</div>
<div><GAP> 1</div>	
<div>WHY NOT FIXED YET? (POSSIBLE CAUSES) 4</div>	

GAP LEAP

What is it?

Used to carry out during situational analysis to build a business case for change and look at the barriers.

Where can I use it?

1. Building a business case
2. Project scoping
3. Risk management
4. Influencing
5. Negotiation
6. Change awareness and desire building
7. Explain why we need to change
8. Building a compelling case for change

How do I use it?

1. Identify key stakeholders and invite to workshop then follow the process indicated on the tool.
2. GAP. It is important to only use complete sentences (no bullet points are allowed!) Make sure this is a real GAP. It should not say for example “We need to....” It should say “Our level of innovation is too low “ for example.
3. IF NOT FIXED. Write down on post it notes what group believe will occur if the gap is not fixed. Only use complete sentences. Once you have posted all the ideas, sequence them from top to bottom so they tell a story and read them out to all participants.
4. IF FIXED. Repeat as for IF NOT FIXED.
5. WHY NOT FIXED YET? Here you write down using only complete sentences, no bullet points, why they believe it has not yet been fixed. Once you have posted all the ideas, sequence them from left to right so that the sticky notes with the biggest effect or which will require the least effort to resolve, are further to the left.

IMPORTANT – Select an appropriate time scale and assign a cost or revenue value to each and every sticky note taking care not to double count opposites. Calculate the value at stake – which is the absolute difference between the sum of the ‘if not fixed’ and ‘if fixed’ sticky notes. Compare this value to the cost of fixing the GAP.

FIND STRUGGLING MOMENTS USING 'THE 4 WAYS'

Unusual Use

People use a product or service for something other than its intended use.

Workaround

People come up with a makeshift solution to make desired progress.

Negative Task

People would rather avoid doing a certain chore or activity.

Non-consumption

People would rather do nothing at all than use a poor solution. Alternatively, people cannot get access to a solution that works.

FIND STRUGGLING MOMENTS USING ‘THE 4 WAYS’

What is it?

The 4 Ways is a tool to explore what our customers are struggling with.

How do I use it?

UNUSUAL USE

People use a product or service for something other than its intended use. There are big opportunities for successful innovation by discovering the tasks behind Unusual Uses of existing products and services. What Unusual Uses have I seen for existing products or services when people are...

- Using my company's products or services?
- Organising their workspace?
- Travelling to/from work?
- Planning/managing a budget?
- Developing healthy habits?
- Using technology?
- Doing everyday chores?

NEGATIVE TASK

People would rather avoid doing a certain chore or activity. Some things in life we don't want to do, but we have to do them anyway so new problems don't arise. What kinds of things do people generally not want to do...

- As a parent?
- When returning a product?
- When hiring a new employee?
- When responding to an upset customer?
- When addressing a health concern?
- When signing up for a new service?
- When preparing a presentation?

Where can I use it?

1. Situational analysis
2. Generating areas to work on
3. Establishing common understanding of the context
4. Bringing stakeholders together and gaining clarity

WORKAROUND

People come up with a makeshift solution to make desired progress. Workarounds and compensating behaviours are clues to innovation opportunities customers would highly value. What kind of Workarounds do people come up with for...

- My company's products or services?
- Meals/snacks during the workday?
- Budget planning?
- Rubbish removal?
- Travel?
- Bill/invoice payments?
- Minor repairs?

NON-CONSUMPTION

People would rather do nothing at all than use a poor solution. Alternatively, people cannot get access to a solution that works. Non-consumption can be difficult to see, but it can often represent the most significant opportunities for innovation. What problems do people currently not have good solutions for – or don't even think about – when it comes to...

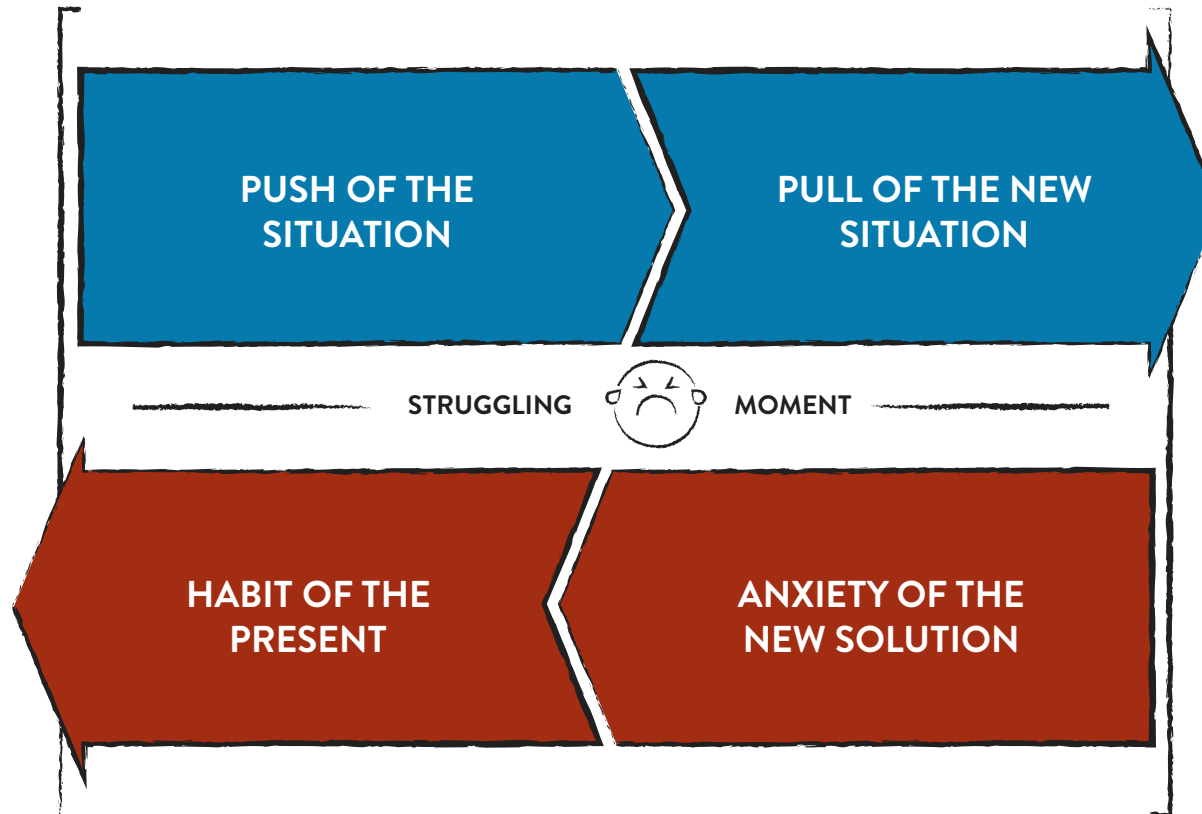
- Doing everyday chores?
- Caring for family members?
- Pursuing an education (or getting more education)?
- Developing healthy habits?
- Budgeting?
- Travelling?
- Building professional relationships?

In what other areas of life do I see these 4 ways happening?

FORCES OF PROGRESS

STATUS QUO

NEW BEHAVIOR



FORCES OF PROGRESS

What is it?

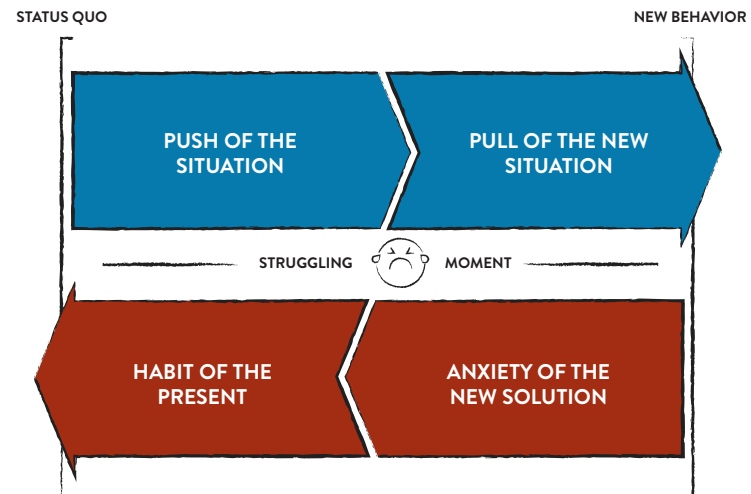
Use the Forces of Progress Tool to understand what forces promote and block change for the customer.

Where can I use it?

- Discover what customers don't say
- Uncover the drives for change
- Uncover the blockers to change
- Build the business case for change

How do I use it?

1. Create right environment with flip chart pens and team
2. Draw model on template
3. List the PUSH of the situation
4. List the PULL of the solution
5. List the habitual barriers of the present
6. List the anxiety and fears of the new solution
7. Review completed chart and agree actions



WORLD CAFÉ



WORLD CAFÉ

What is it?

The World Café methodology is a simple, effective, and flexible format for hosting large group dialogue.

Where can I use it?

- Any meeting that requires group debate and collective decision making.
- Can be used as just one part of a larger meeting.



How do I use it?

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are factored into each event's unique invitation, design, and question choice, but the following five components comprise the basic model:

1. **Setting:** Create a “special” environment, most often modelled after a café, i.e. small round tables covered with a chequered tablecloth, butcher block paper, coloured pens, a vase of flowers, and optional “talking stick” item. There should be four chairs at each table.
2. **Welcome and Introduction:** The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Café Etiquette, and putting participants at ease.
3. **Small Group Rounds:** The process begins with the first of three or more twenty minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the “table host” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.
4. **Questions:** each round is prefaced with a **question** designed for the specific context and desired purpose of the session. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.
5. **Harvest:** After the small groups (and/or in between rounds, as desired) individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recorders in the front of the room.

THE 4 RS

4Rs

Revolution | Related Worlds |
Re -Expression | Random Links



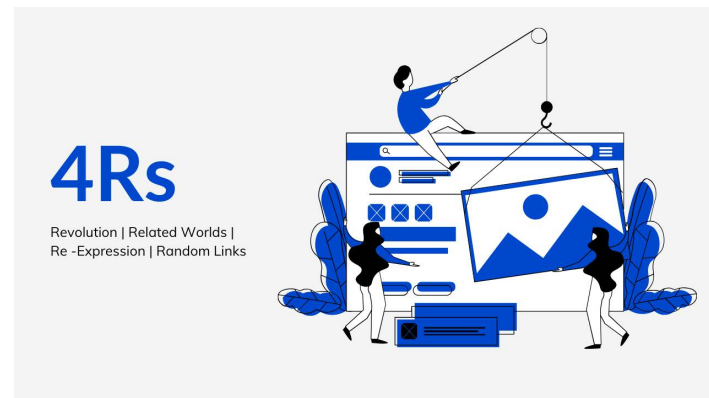
THE 4 RS

What is it?

Our brain is hardwired to hinder creativity, yet it holds all our experiences from which we could draw creative connections. Our everyday lives and habits keep us in a river of similar thinking. We must always assume that at any given time we are stuck in these rivers of familiar territory and we need deliberate stimulus to get us out and thinking differently. The Four Rs are deliberate stimulus and they allow you to take different principles and apply them back to your problem.

Where can I use it?

- Creativity
- Generating Ideas
- Developing Solutions
- Problem Solving Workshops
- Meetings



How do I use it?

Revolution: Challenging the rules. This is a great technique for exploring an entire issue of process at once.

1. List the rules. These have to be absolute fact and not generalisations or assumptions.
2. Provoke these facts by asking what if? The more extreme the provocation, the more dynamic your ideas will become.
3. Ask under what circumstances could your provocations then occur to make real new ideas.

Related Worlds: Steal solutions from other places and apply the principles back to your issue. Where else has a similar issue been solved?

1. It's important to establish what it is you're trying to do.
2. Then brainstorm lots of other places in the world where that issue has been solved.
3. Dive into that world and find out as much as you can about how they solved the problem.
4. Apply the principles back to your issue –use this as stimulus to have ideas.

Remember that using a Naïve Expert is a great way to get rich information about a new world.

Re-expression: Use alternative words/metaphors, senses, perspectives to describe your issue.

1. Words/Metaphors: Use different language to stimulate different thinking.
2. Senses: We live in a world of words! Experience the problem using different senses smell, taste, touch. Draw it... Act it out!
3. Perspectives: View the issue from a different perspective –an alien, a child, an inanimate object.

Random Links: Take completely random stimulus and force a connection to your issue. The two stages of this technique are:

1. Find a random piece of stimulus –a picture card, an object, a word, a piece of music –using a system to ensure that it is truly random: blindfold people and pick up the first object, turn to page 17 and choose the first word on the 4th row, 5 words in.
2. Force a connection - allow your mind license to freely explore new possibilities. Play around, dig deeper and go beyond the obvious.

SIX THINKING HATS



SIX THINKING HATS

What is it?

- It is a powerful technique that helps you to consider things from a number of different perspectives.
- It helps you to think more effectively by pushing you to move outside your habitual ways of thinking.
- It helps you to spot issues and opportunities you might otherwise not notice.
- Many successful people think from a very rational, positive viewpoint, often though, they may fail to consider things from an emotional, intuitive, creative or negative viewpoint. This can mean that they underestimate resistance to change, don't make creative leaps, and fail to make essential contingency plans.
- It is a tool by Edward de Bono in his book '6 Thinking Hats'.

Where can I use it?

- Each 'Thinking Hat' is a different style of thinking. 'Wear' each of the thinking hats in turn.
- When done in a group, everyone wears the same hat at the same time.
- Use at team and project meetings.
- When making decisions, solving problems, exploring ideas and encouraging creativity.
- To provide everyone with a chance to contribute regardless of their thinking preference.

How do I use it?

You will need The 6 thinking hats and the questions which relate to them. These are:



White – Information. Look at the data, neutral, non-judgemental: what are the facts? What information do we have? What information do we need to get?



Red – Feelings, intuition, hunches, emotions, can be put forward without the need to back up with logic: What do I feel about this? What are my hunches? What's my gut reaction?



Black – Judgement. Logical negative, an opportunity to put forward criticisms: What are the bad points? Why is this worth doing? How will it help us?



Yellow – Benefits. Logical positive, why it will work and why it will offer benefits: What are the good points? Why is this worth doing? How will it help us?



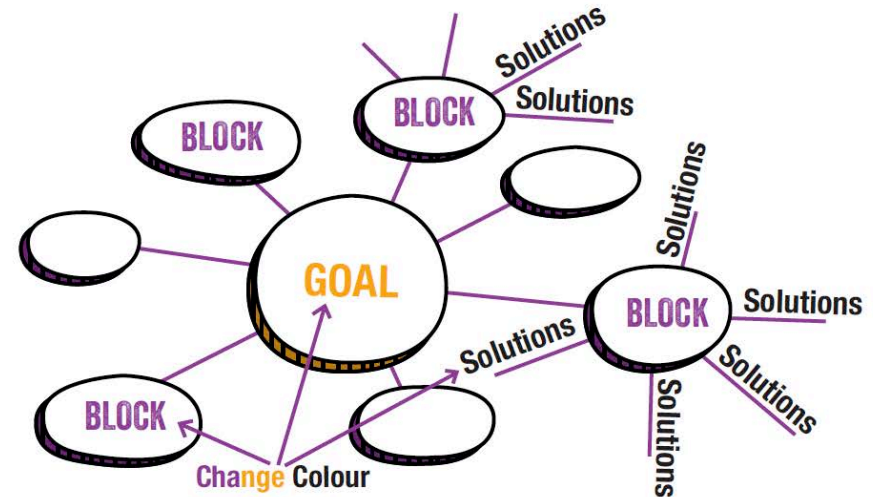
Green – Creativity. Make time and space for creative thinking: What new ideas are possible? What are some possible ways to work this out? Are there any additional alternatives?



Blue – Process – sets the agenda for thinking, can ask for other hats summaries, conclusion: what thinking is needed? What have we done so far? What do we do next? What other hats do we need to include at this stage?

RADIANT PROBLEM SOLVING

- **Roles**
- **Timekeeper:** Keep the group to time for each element.
- **Scribes:** Take responsibility for recording ideas.
- **Focus:** Ensure that the group is focussed on the right thing. When working on blocks don't discuss solutions and vice versa. Also during the brainstorming sections keep the group to the rules.
- **Rules of Brainstorming:** No analysis, no discussion, no judgement, no right or wrong - record all ideas however wacky!
- **Reporter:** Feedback to other groups, workshop, etc.



Process:



Decide on your goal, make sure it is phrased as a goal not an issue. Group discussion 5 min.



Brainstorm all the blocks/barriers to achieving your goal. 2 mins.



Take the blocks one at a time and brainstorm all the solutions. 1 min per block.



Review and reflect on the results. Are there common solutions? Can you propose five strategies or next steps to work towards the goal? 5-15 mins.

RADIANT PROBLEM SOLVING

What is it?

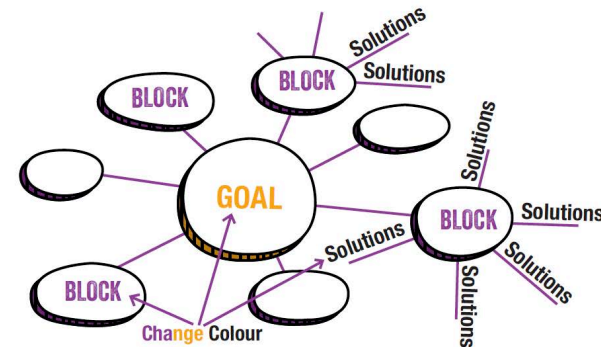
Radiant problem solving is a visual collaborative tool to quickly gain ideas of the blockers to achieving a goal and then developing strategies to remove the barriers.

Where can I use it?

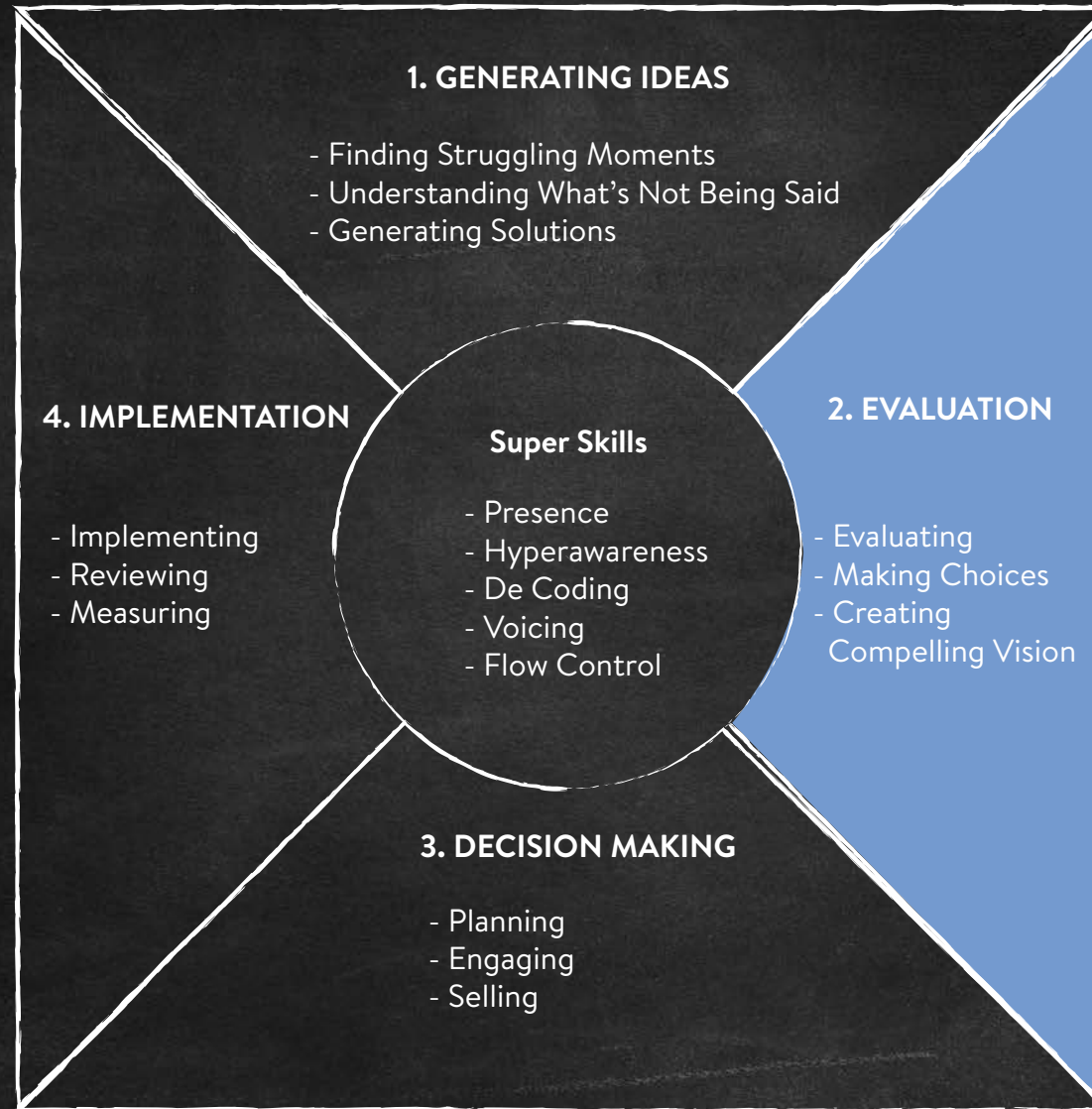
- Problem Solving
- Action Planning
- Removing barriers to goal achievement

How do I use it?

1. Create right environment with flip chart pens and a team
2. Decide on goal and write it in the middle of the flip chart/whiteboard
3. Brainstorm what the team thinks the blockers are to achieving the goal and draw each one of the goal statements in a radial way.
4. With a different coloured pen take each barrier in turn and generate solutions to removing the barrier.
5. Review and agree next steps



2. EVALUATION



2. EVALUATION

To make sure we allocate resource to the right idea

Using convergent thinking to evaluate options and generate actual solutions to be implemented

- Evaluating
- Making Choices
- Creating Compelling Vision

Evaluation

Divergent/Convergent
Voice of Customer
DFV Analysis

Making Choices

Ease Impact Grid

Compelling Vision

Job Story
Mandala Visioning
Cover Story

OUTPUT

**New Opportunities and
Clear Visions**

Having generated ideas to overcome the struggling moments we now need to evaluate them and decide which ones to do.

This stage is designed to make sure we prioritise and allocate resources to the right ideas and ensure we focus on the few things that matter most. We can't do everything at once so it is important to ensure fit and add reality of feasibility and capability.

It is easy to fall in love with your idea and want to implement it for the wrong reasons. It is essential to allow for proper evaluation based on objectivity and a wide range of views.

During the Evaluation Phase it is a good idea use a variety of evaluation tools based on the context and situation. Also think about who needs to be involved in evaluating the ideas. As a minimum always include the users of the solution.

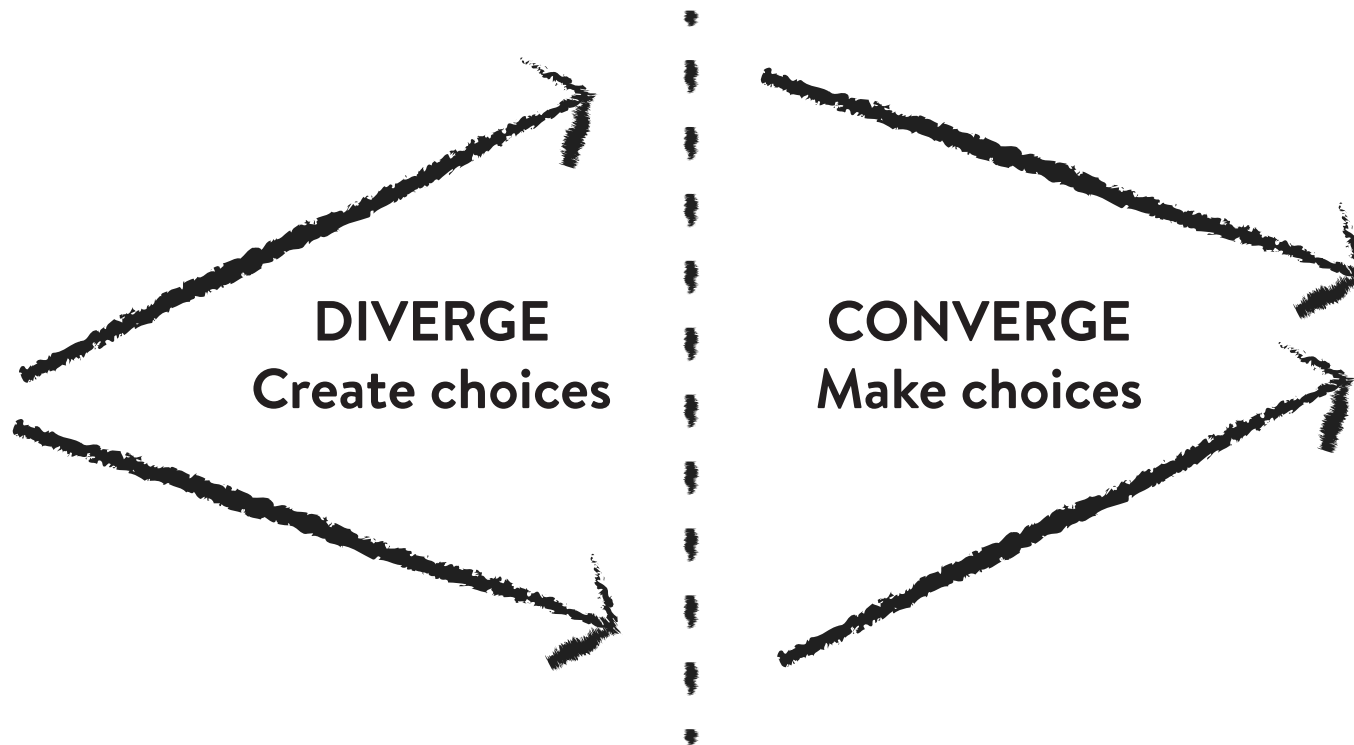
Although objectivity is important it is also worth balancing this with intuition. Gut feel can be a powerful indicator.

Visioning and Goal setting requires a different type of thinking. This is where we need to open up thinking, use anticipating thought process and create a clear vision of what we are looking to achieve from the solution. It can be done before evaluation or after depending on the situation.

Use visual management techniques with the right people, in the right environment, with enough time to create a clear vision and set of top level goals.

The output of this stage is a range of new opportunities to enhance performance with clear top level visions – a blueprint of the future state.

DIVERGENT AND CONVERGENT THINKING



DIVERGENT AND CONVERGENT THINKING

Described below are eight elements of Divergent Thinking:

- **Complexity** – The capacity to conceptualize difficult, multifaceted, many layered or intricate products or ideas;
- **Curiosity** – The personality characteristic of displaying probing behaviours, searching, asking questions, learning to get more knowledge/information about something, and of being able to go deeper into ideas;
- **Elaboration** – The skill of adding to, building off or embellishing a product or an idea;
- **Flexibility** – The capability of creating varied perceptions or categories wherefrom come a range of different ideas pertaining to the same thing or problem;
- **Fluency** – The skill of engendering many ideas so as to have an increase in the number of potential solutions or associated products;
- **Imagination** – The capability of dreaming up, inventing, or to think, to see, to conceptualize novel products or ideas, to be original;
- **Originality** – The skill of coming up with fresh, unusual, unique, extremely different or completely new products or ideas;
- **Risk-taking** – The readiness to be courageous, daring, adventuresome – take risks or experiment with new things so as to stand apart.

Convergent Thinking is a problem solving technique involving the bringing together different ideas from different participants or fields to determine a single best solution to a lucidly defined problem. In other words, this is a kind of thinking that concentrates on finding out the single best or frequently correct solution to a problem or answer to a question.

The credit for coining the term “convergent thinking” goes to Joy Paul Guilford. He came up with the term as an opposite term to “divergent thinking.”

The focus for this thinking strategy is speed, logic and accuracy and on identifying the known, reapplying techniques, and amassing stored information.

This strategy is best suited for situations characterized by a readily available answer that just has to be worked out or recalled by way of decision-making strategies.

A vital facet of convergent thinking is that it culminates in one best answer, meaning there is no chance for ambiguity. You either have a right answer or a wrong one.

This type of thinking is also associated with knowledge (one of the key facets of creativity) as it entails using existing knowledge by way of standard procedures.

VOICE OF THE CUSTOMER

LISTEN

Gather customer feedback from multiple sources across all interactions.

ANALYZE

Distills insights about causes of customer dissatisfaction or adv.



ACT

Creates accountability and prioritizes actions to enhance the customer experience and drive business benefit.

REPORT

Communicates customer insights to relevant staff members organization-wide to illustrate problem and opportunity areas.

VOICE OF THE CUSTOMER

Voice of the Customer (VoC) is a term that describes your customer's feedback about their experiences with and expectations for your products or services.

It focuses on customer needs, expectations, understandings, and product improvement. VoC programs have gained traction over the years and are fast-growing segments of a core business strategy for organisations.

They work exceptionally well for brands as customers demand more direct engagement with a firm and because capturing and acting on customer feedback is critical to understanding a prospect's complex decision-making process.

How Companies are Changing the Business Landscape with VoC

Customer perceived quality and above-average customer service have been proven time and again to be leading drivers of business success.

When your customers share their voice in real-time with your organisation, they expect you to listen, act and report back to them on progress.

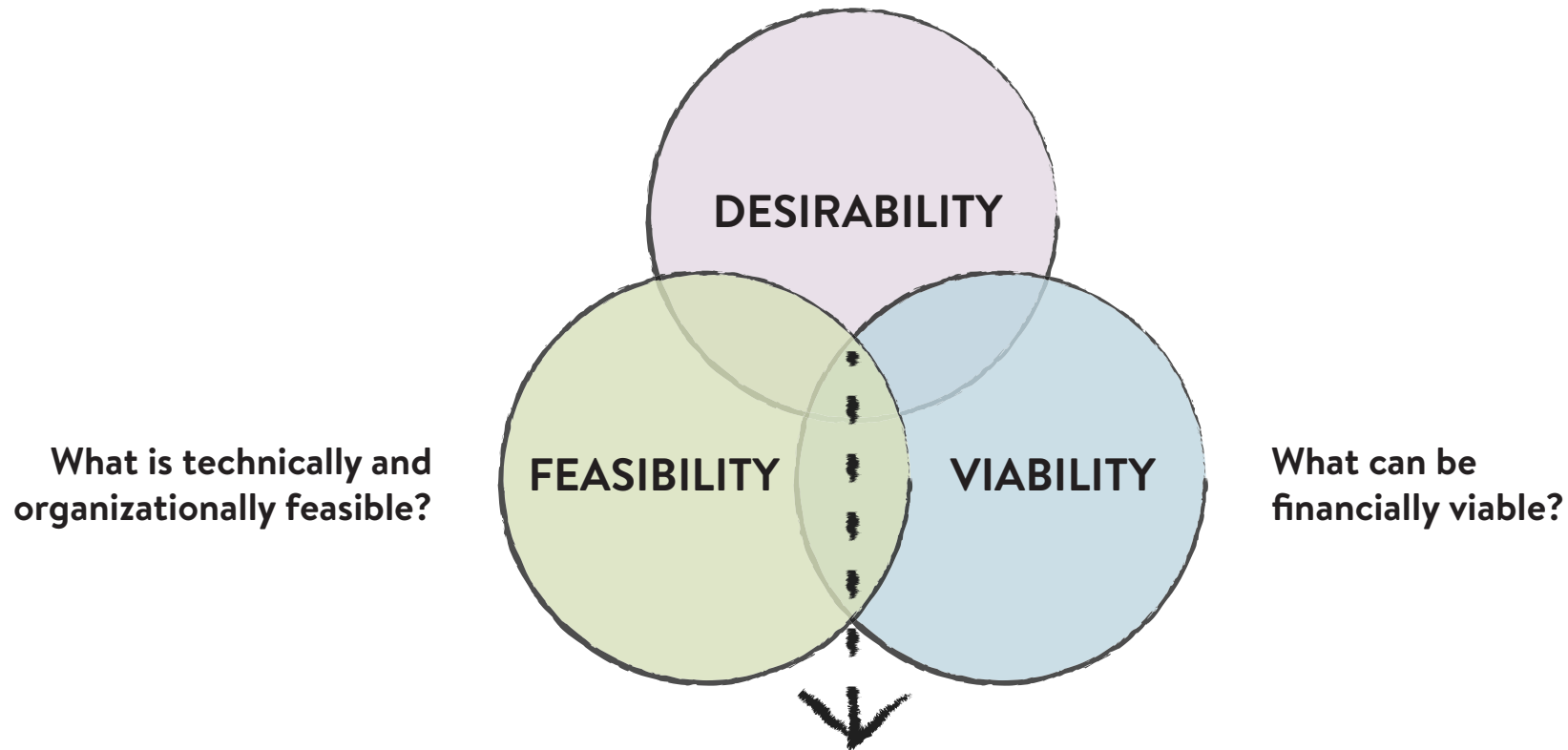
To win the war on customer loyalty you must have a single line of sight into your customer, market, and employee groups.



DFV ANALYSIS

HUMAN-CENTERED DESIGN

What do people desire?



**Basis of Human-Centered Design:
Desirable, Feasible and Viable**

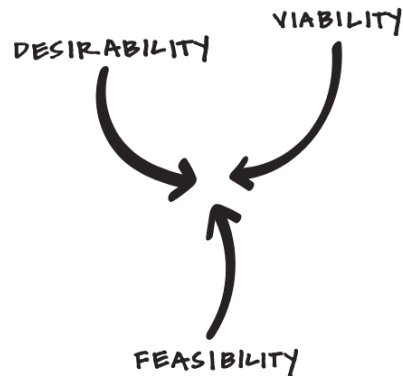
DFV ANALYSIS

What is it?

A design thinking approach to drive innovation

Where can I use it?

- Selecting Ideas
- A thinking tool
- Developing innovative ideas



How do I use it?

“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

—TIM BROWN, EXECUTIVE CHAIR OF IDEO

Thinking like a designer can transform the way organizations develop products, services, processes, and strategy.

This approach, which is known as design thinking, brings together what is desirable from a human point of view with what is technologically feasible and economically viable.

It also allows people who aren’t trained as designers to use creative tools to address a vast range of challenges.

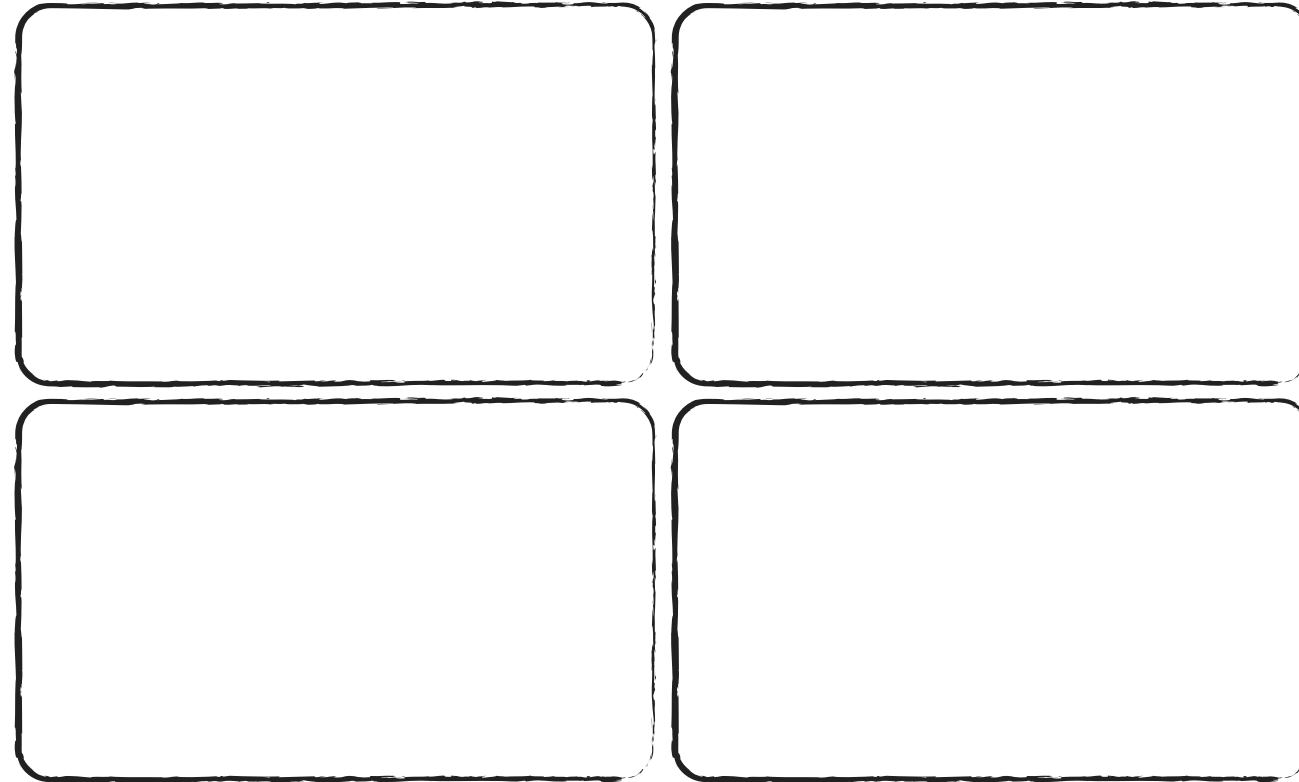
Any idea taken forward should be desirable, feasible and viable.

EASE IMPACT GRID

HARD

EASE OF DOING

EASY



LOW

IMPACT OF DOING

HIGH

EASE IMPACT GRID

What is it?

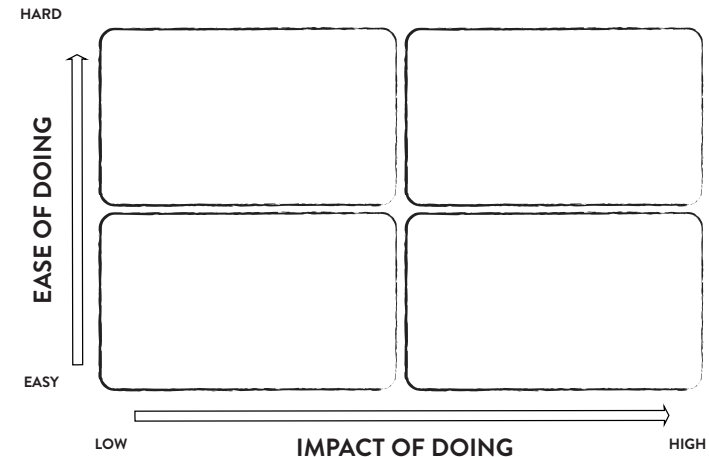
A tool for prioritising action

Where can I use it?

- Prioritising action
- Selecting which Projects/Tasks to do first
- Selecting Quick Wins

How do I use it?

- Sheets of paper and some pens – where this is being completed in a team or group situation it is best to use flip chart paper.
- Start by summarising possible projects/tasks/ideas and then number them
- Then populate grid based on ease of doing and impact of doing
- Take top ideas that are easiest to do and will have most impact – Quick Wins and create plan
- Create plans for other ideas as appropriate



JOB STORY TOOL

When I... → Help me... → So I can...

Circumstance

Progress

Outcome

JOB STORY TOOL

What is it?

Use the Job Story Tool to quickly summarise the project/task/job to be done

Where can I use it?

- Influencing
- Share Story
- Sell Idea

How do I use it?

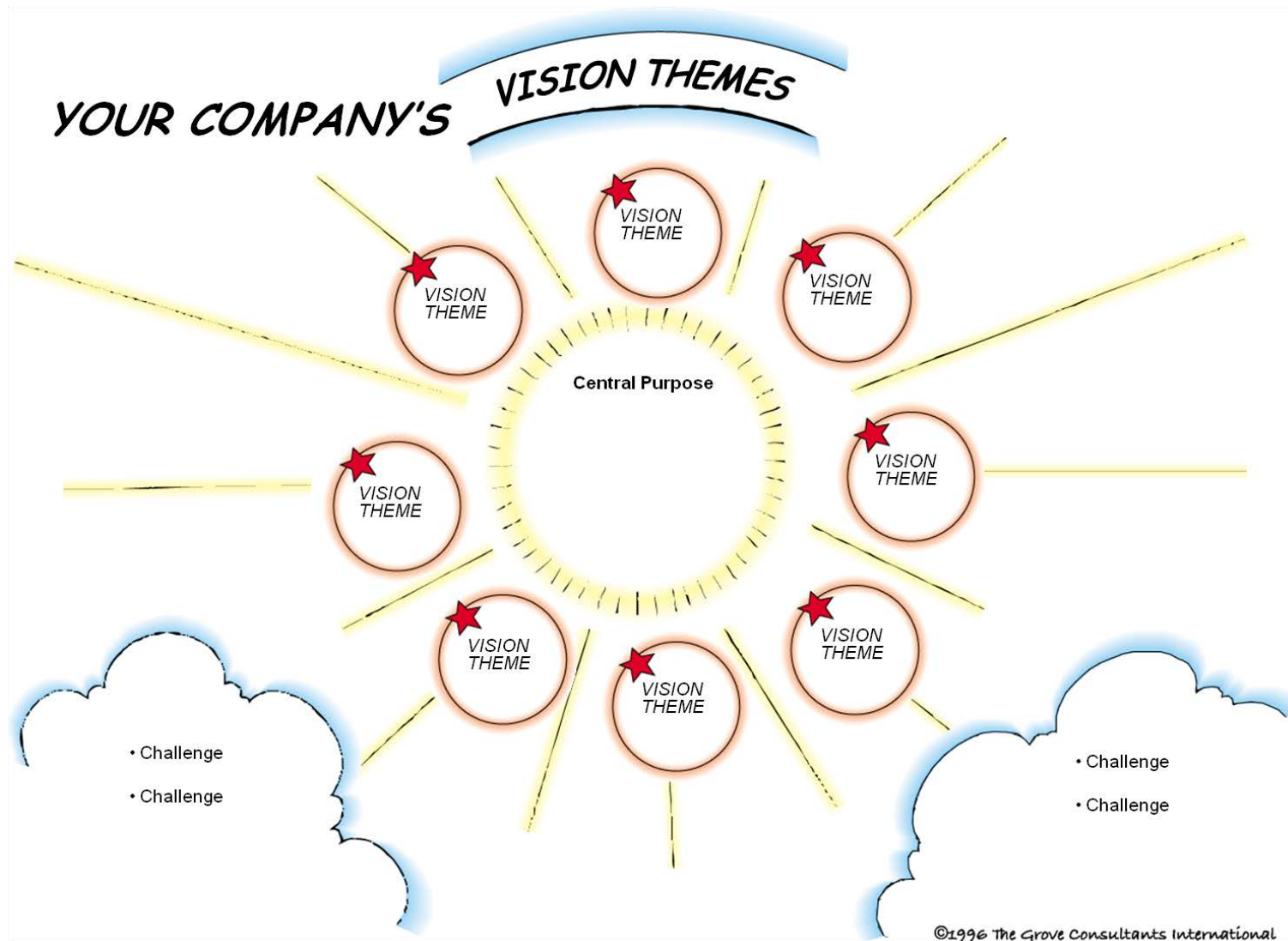
- When I.... (Circumstance): The context and conditions accompanying the customer when facing the task. (Where, when, how often...)
- Help me... (Progress): The action that occurs to bridge the gap between the circumstance and desired outcome.
- So I can... (Outcome): The result/benefit the customer hopes

Example: **When** I only have two minutes between meetings, **help me** get something to eat that will be quick, easy and boost my blood sugar, **so I can** stave off hunger until dinner time and stay focussed.

When I... → Help me... → So I can...

Circumstance	Progress	Outcome

MANDALA



MANDALA

What is it?

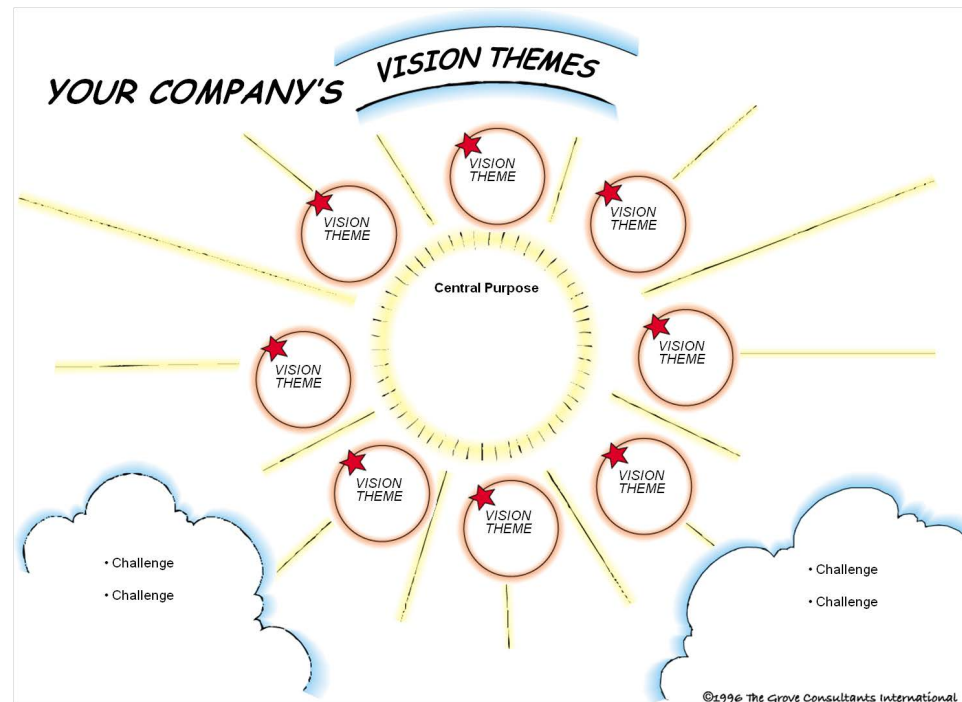
A tool for creating a vision of the future and agreed goals

Where can I use it?

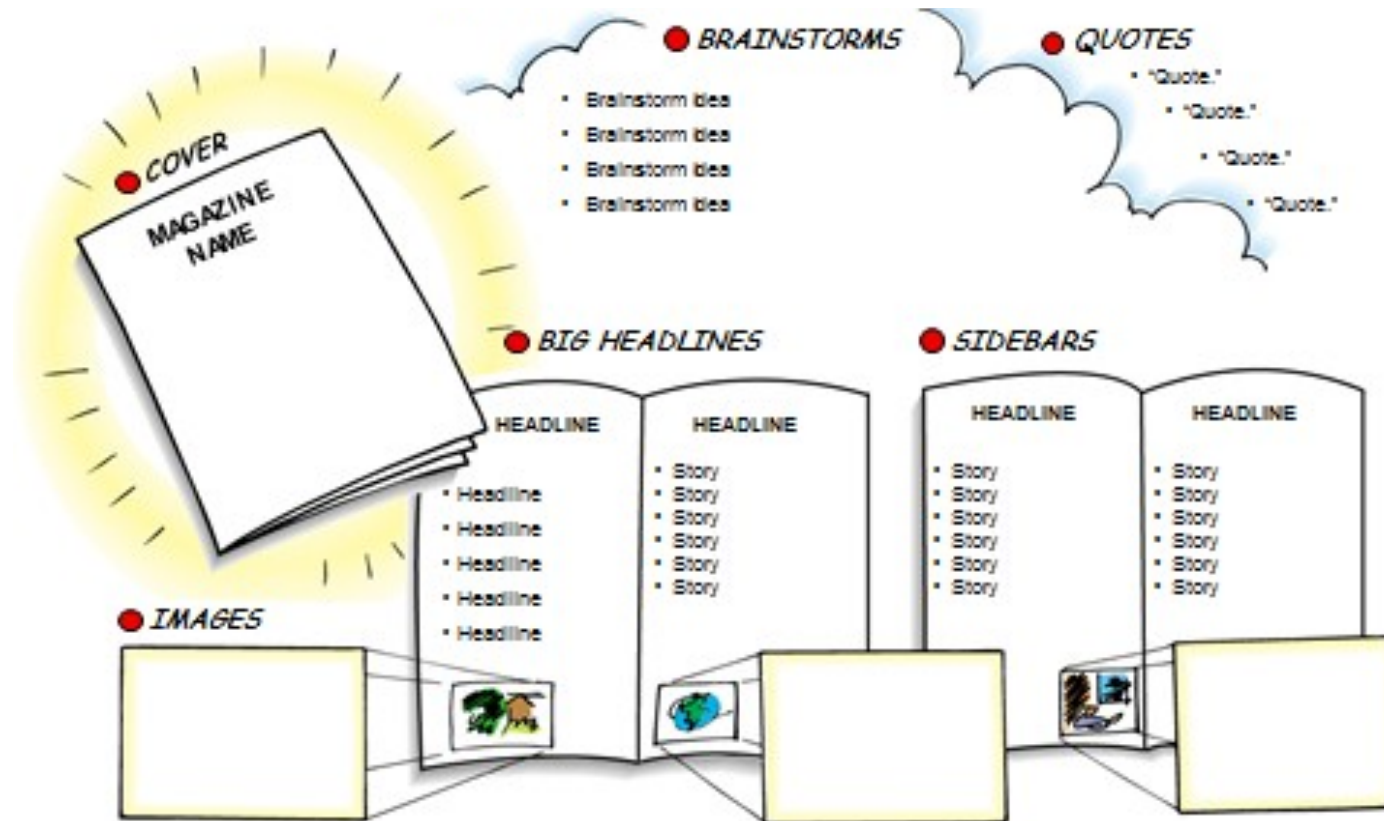
- Strategy Sessions
- Project Planning
- Team Visioning Sessions
- Change Management
- Goal Setting
- Innovation

How do I use it?

- Create template and invite team to workshop session
- Use existing data and insights to summarise and central purpose first
- Then brainstorm vision themes
- Detail each vision theme into a set of goals/outcomes
- Generate challenges
- Agree next steps



COVER STORY



COVER STORY

What is it?

A tool for opening up your thinking and creating a vision of the future.

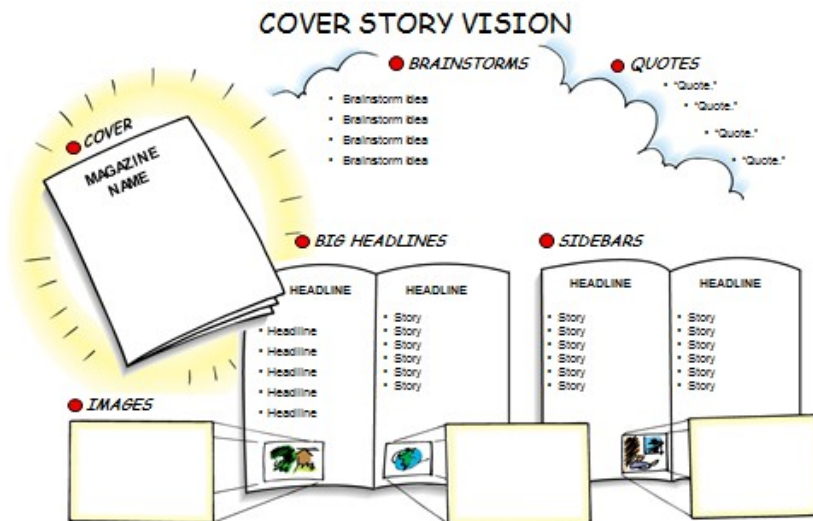
Where can I use it?

- Opening up to a vision
- Foresight thinking
- Creating a compelling vision
- Team vision

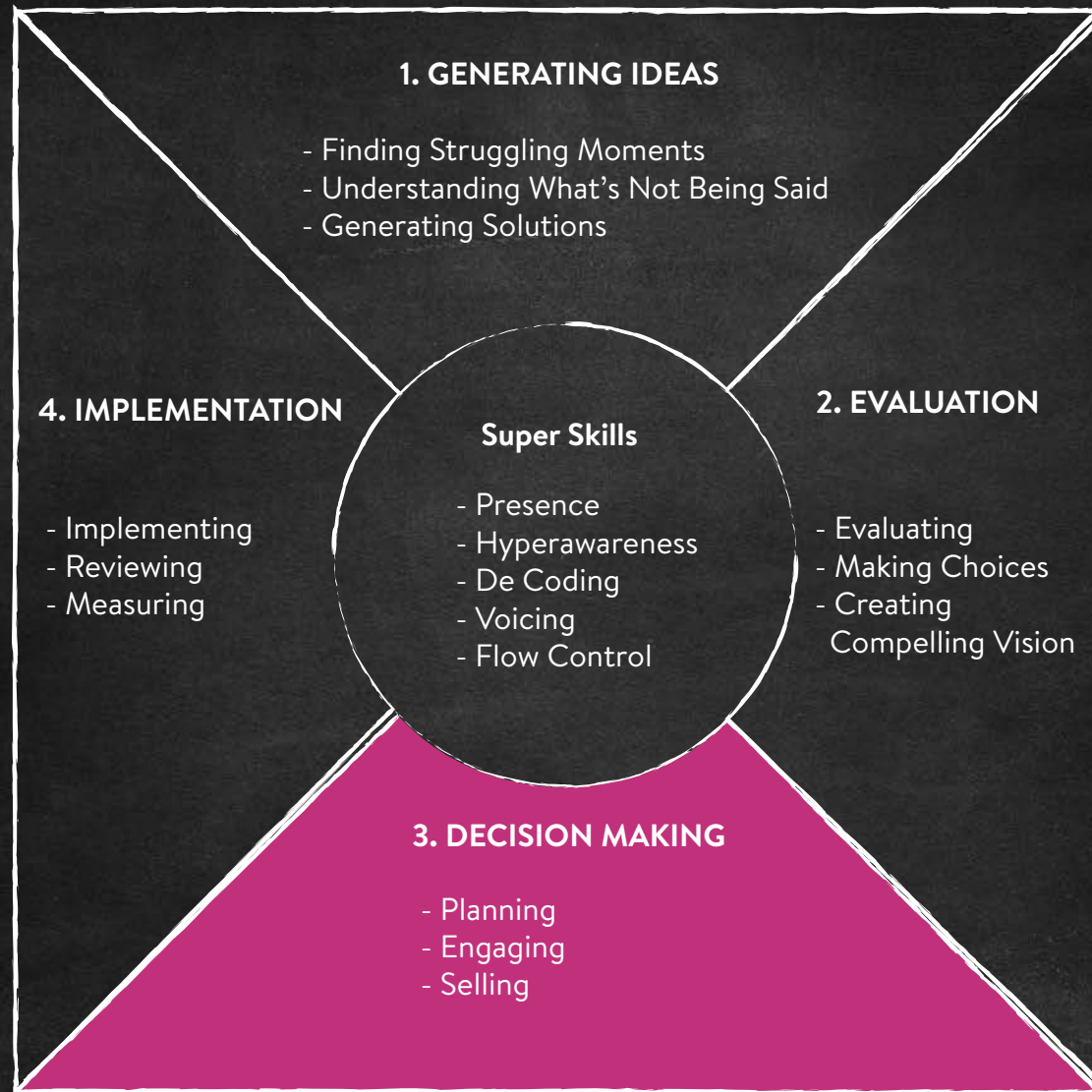
How do I use it?

Springboard from opportunities into the future by completing a Cover Story Vision. This process features your group as the cover story in a major magazine imagined five or six years in the future. Major accomplishments are headlined, identifying the most compelling hopes and dreams for the organisation/function/team.

- Create template and invite team to workshop session
- Ask the team to go into the future and imagine all the goals they have set were achieved, and more.
- Now ask them to write a magazine article about what they did.
- Then agree next steps.



3. DECISION MAKING



3. DECISION MAKING

To remove barriers and make execution easier
Making it possible by creating a co-built plan to deliver the jobs to be done <ul style="list-style-type: none">• Planning• Engaging• Selling
Plan Sticky Steps Game Plan
Engage DRIVERSCAP Change House
Sell Future Familiar Example Point
OUTPUT Change Plan and Engagement

Once we have the vision we now need to start thinking about making it possible. We need to anticipate what the barriers for success are and remove them.

Change is a process so it is important to think about how you are going to engage people to ensure their full commitment. You need to create a change plan that will build the awareness and desire to want to change. A plan that ensures the knowledge and ability is in place to make sure there is capability to change and that you make the change stick.

For any innovation to succeed it is also necessary for buy-in from people.

We need to identify and remove the barriers for success.

We need to have effective people in place, to engage the teams and sell the idea. You need to create a compelling leadership message. It should contain:

The What: This explains the vision and goals

The Why: This summarises the brutal truths from the Situation Analysis which provide the “reason why”.

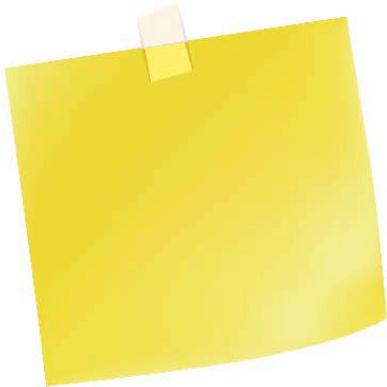
The How: This describes the process by which the innovation will be implemented, so that everyone knows what needs to be done and where they fit in.

The How Much: This clarifies “the size of the prize” – it demonstrates the economic logic and financial returns.

STICKY STEPS PLANNING

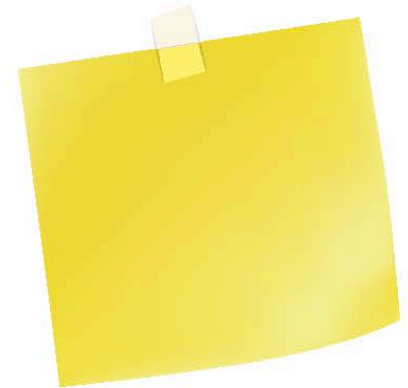
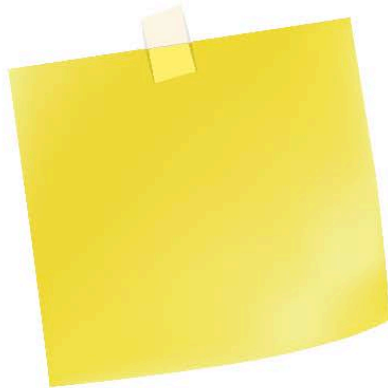
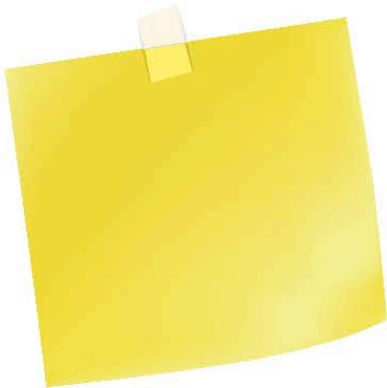
In order to have... (verb)...

This will describe what needs to have been delivered - what outcome is required



We must have... (verb)...

This will detail the activities/steps that need to have happened to achieve the outcome



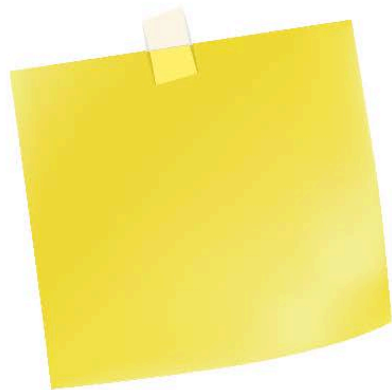
STICKY STEPS PLANNING

What is it?

- A simple and very effective planning tool.
- A fun and effective method for starting with the end in mind and working backwards to the detailed activity required to achieve this outcome.

Where can I use it?

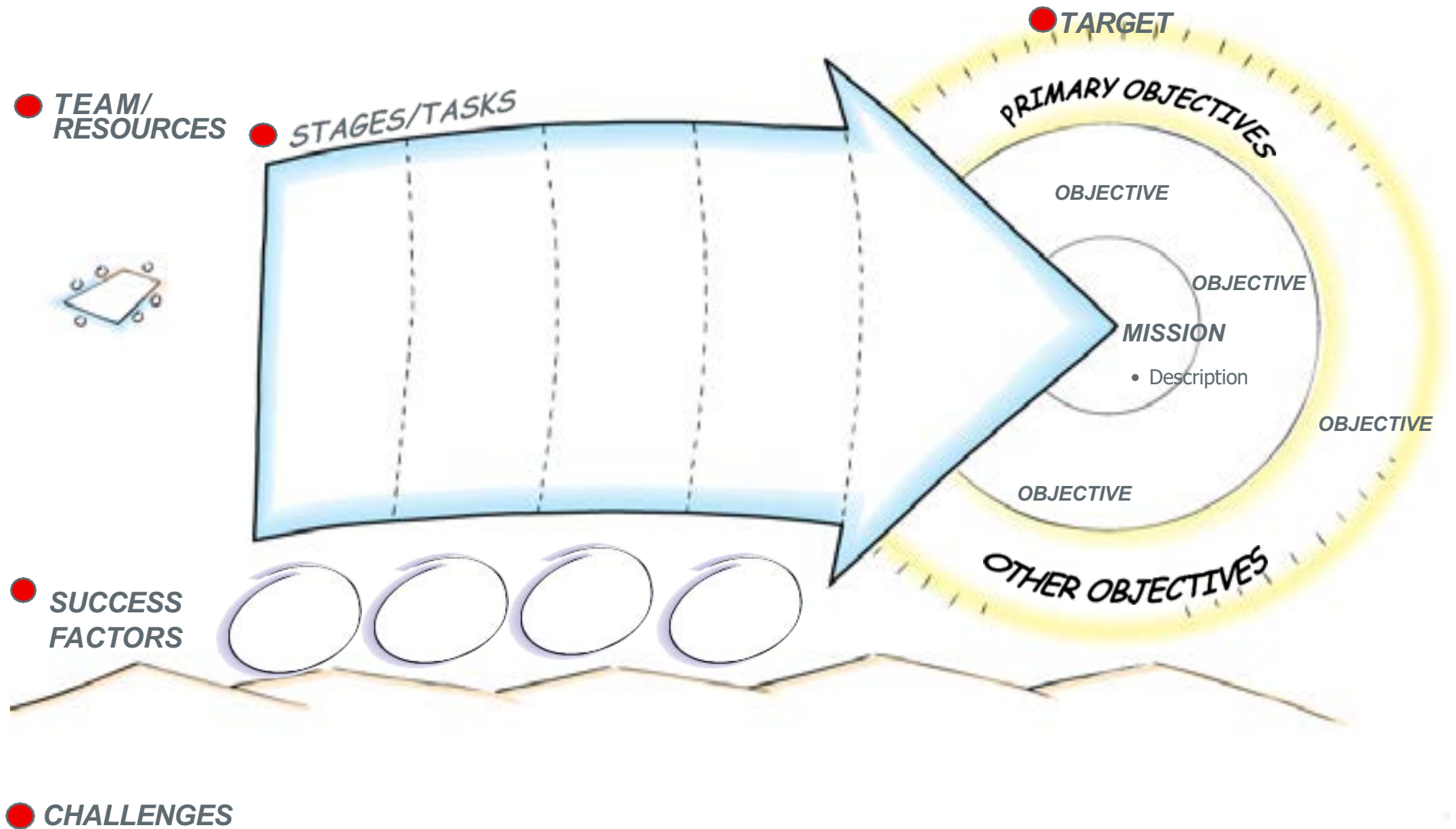
- For planning almost any type of desired outcome.
- Used prior to meeting to plan activities and flow
- Used to plan action plan at end of meeting
- Particularly good for foggy situations
- Either individually or with a team



How do I use it?

- A number of large pieces of paper – ideally flip chart size or larger, and a selection of post-it notes.
- Start with the end in mind and describe what needs to have been delivered – what outcome is required (in order to have.....)
- Brainstorm the activities that need to have happened in order for this outcome to be reached (we must have...)
- Place the activities in order of time, sequence and ease of completion.
- Then take the first one and place it in the 'In order to have...' spot.
- Complete the process again.
- Keep going until the post-its describe a task that can be completed by one person.
- Repeat with the other post-it notes from your first 'we must have...' brainstorm to create simple lists of tasks which collectively will enable the overall outcome to be delivered.
- Create your action plan detailing who will complete each task and when.

GAME PLAN



GAME PLAN

What is it?

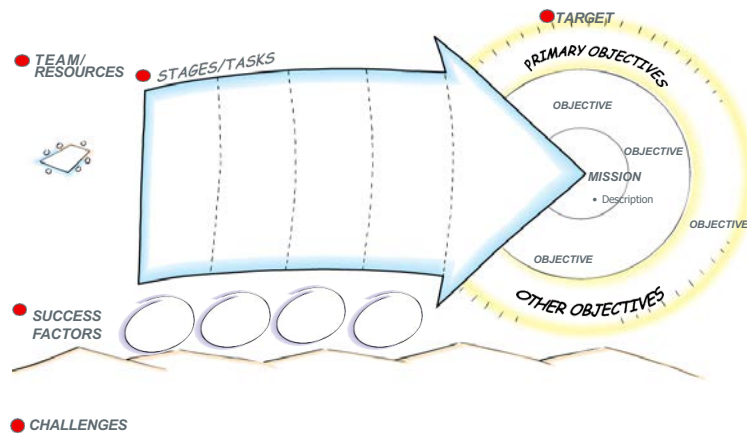
- A detailed visual of your plan on one page.
- A workable plan for moving ideas into action.

Where can I use it?

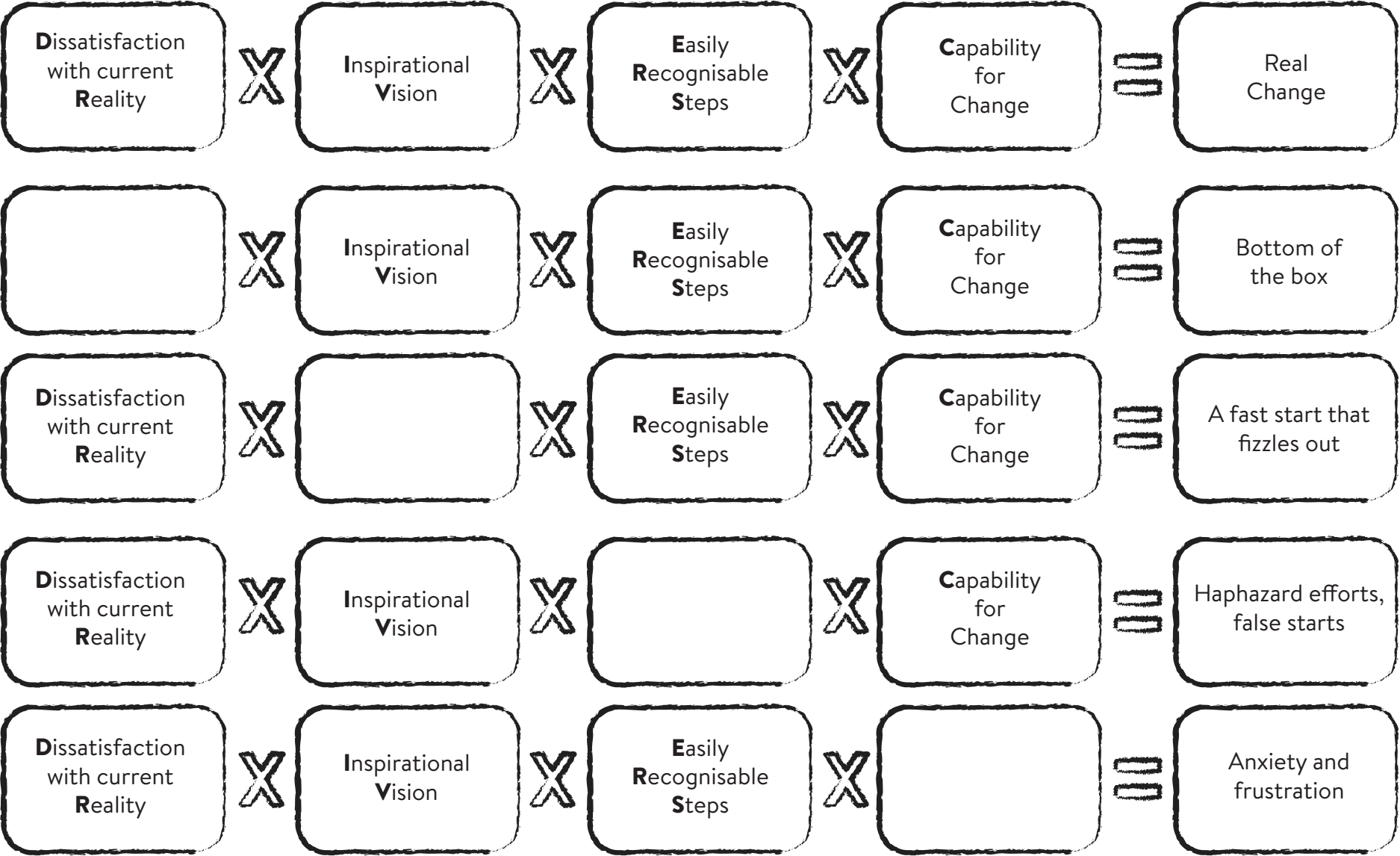
- For projects of all types, continuous improvement work and team activities – anything that requires a plan.
- As a method for building team alignment around a common objective.
- A fun and effective way to determine goals and objectives and agree tasks.
- As a way of strengthening group planning skills.

How do I use it?

- Allow 2 to 3 hours for this activity.
- You will need a large sheet of paper with the plan outline drawn on it – preferably A1 or larger and a quantity of marker pens.
- Start with the target area of the plan; clarify the project goal and the specific outcomes and deliverables for the project, or activity.
- Then look at the project team, or resources and assess what you have in terms of people, their skills, resources etc.
- For the stages/task area on the plan (in the arrow) you will need to identify the stages involved in your plan and the tasks that need to be included for each stage. You may have a detailed plan for stage one and a high level plan for the remaining stages when you initially complete this. (Sticky steps planning is a tool that can be used for this.)
- For the success factors, think about what good will look like when you achieve the goal as well as the shared behaviours and principles that you believe will assist you in being successful.
- Finally identify the challenges and obstacles you may face along the way.



DRIVERS FOR CHANGE



DR x IV x ERS x CAP = REAL CHANGE

DRIVERS FOR CHANGE

What is it?

A framework that illustrates the four key elements that need to be in place when making change happen.

Where can I use it?

- Any situation requiring you to develop a change plan.
- When you are reviewing a change initiative.

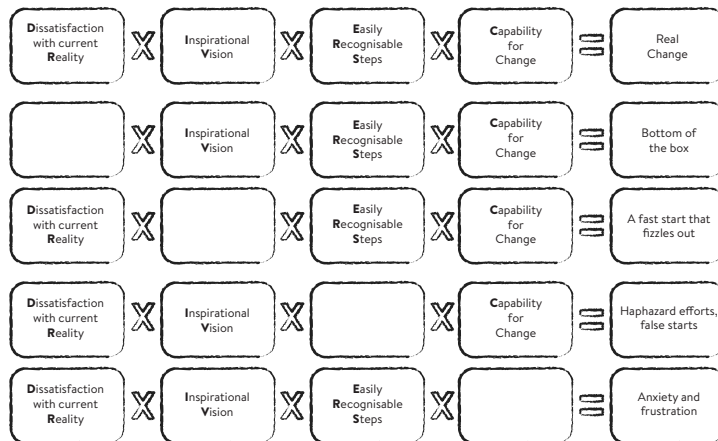
How do I use it?

Putting together a change plan

- Make sure you understand the purpose and need for change. How will this change support the strategy?
- Identify key stakeholders and invite to workshop.
- Identify actions for each element of the framework.
- Develop plan to ensure all four elements are met.
- Communicate and engage people in the plan.

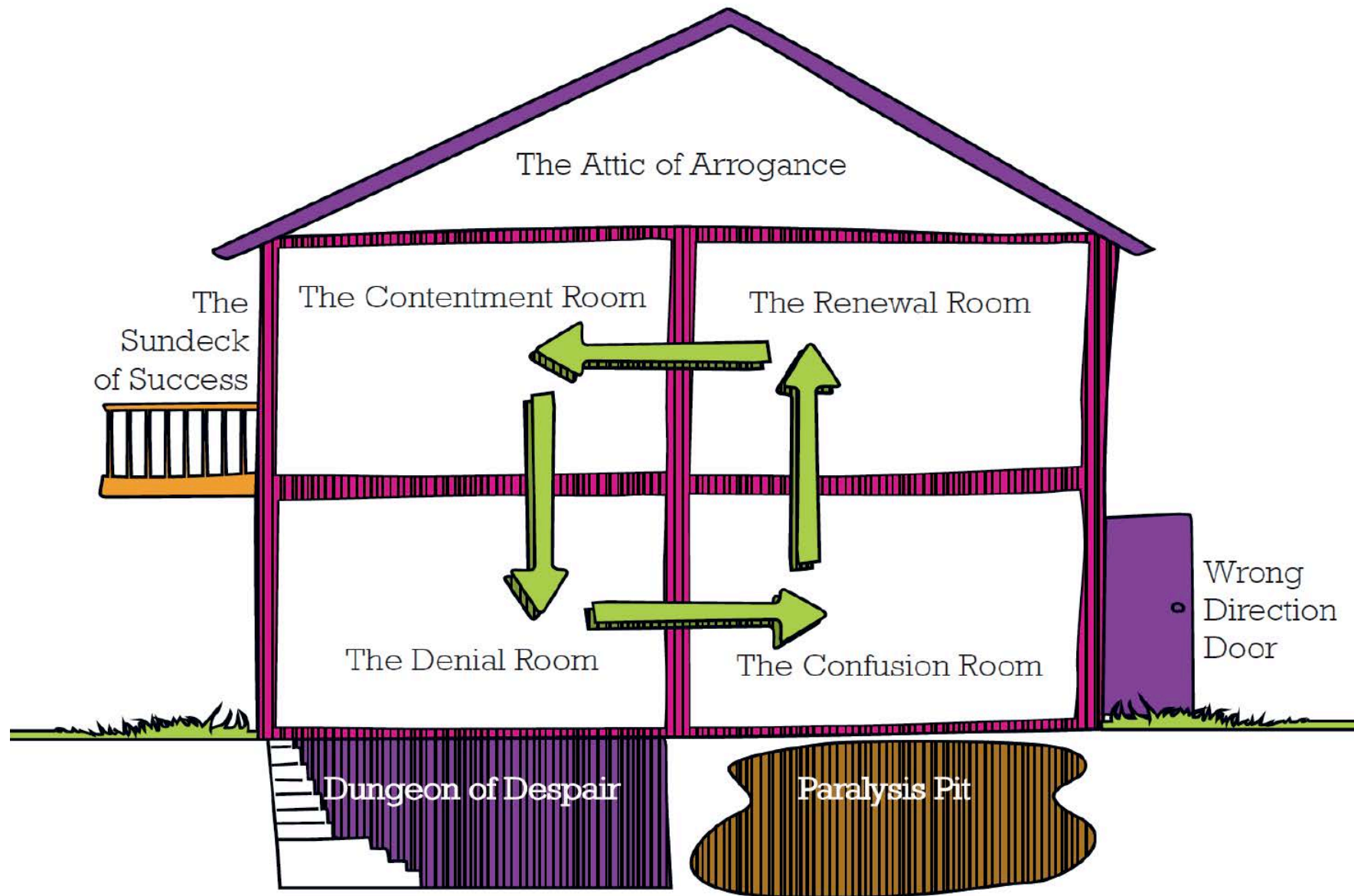
Putting together a change plan

- Observe behaviours in people impacted by the change and teams making change happen.
- Use the behaviours to understand what elements are missing.
- Challenge change team to demonstrate what they have done to ensure each element is in place.
- Develop next steps together.



DR x IV x ERS x CAP = REAL CHANGE

THE CHANGE HOUSE



THE CHANGE HOUSE

Starting Mindset	Starting Point for Influencing	Ideas for action
The Sundeck of Success	Focus on future	
The Attic of Arrogance	Bad news from someone they respect	
The Contentment Room	Explain WHY they must change	
The Denial Room	Be clear on WHAT has to change	
The Confusion Room	Establish WHAT to CHANGE to	
The Renewal Room	Explore HOW to change and SUSTAIN it	
The Paralysis Pit	Learn from Action	
The Dungeon of Despair	Motivation/Coaching	

FAMILIAR FUTURE

Write it down here how you would describe your idea...

IT'S SIMILAR TO...

Description of a popular product/film/brand/person

BUT WITH/WITHOUT...

The distinctive properties of your idea

AND WHAT'S REALLY GREAT ABOUT IT IS...

Why the customer will love it/Why it is of real advantage

... make it familiar ... make it non-threatening

FAMILIAR FUTURE

What is it?

A tool for planning how to engage people to buy into your idea.

Where can I use it?

- Influencing Upwards
- Selling
- Communicating Ideas
- Persuading

How do I use it?

What I want to say...

- Write it down exactly as you would blurt it out.
Describe your idea.

What I will actually say...

- **Similar to**
Think of a statement that will link your idea to something that already exists and is familiar to the audience
- **But with/without**
Describe the key features of your idea
- **And what's really great about it**
Sell the benefits, why will they love it, why wouldn't they...

EXAMPLE POINT

1. What I want to say...

Write down here exactly as you would blurt it out

2. What I will actually say...

Key Points

3. What I will actually say...

3. Example

Must be easily recognisable by the audience

4. Point

Conclusion of the example

3. Example

Must be easily recognisable by the audience

4. Point

Conclusion of the example

EXAMPLE POINT

What is it?

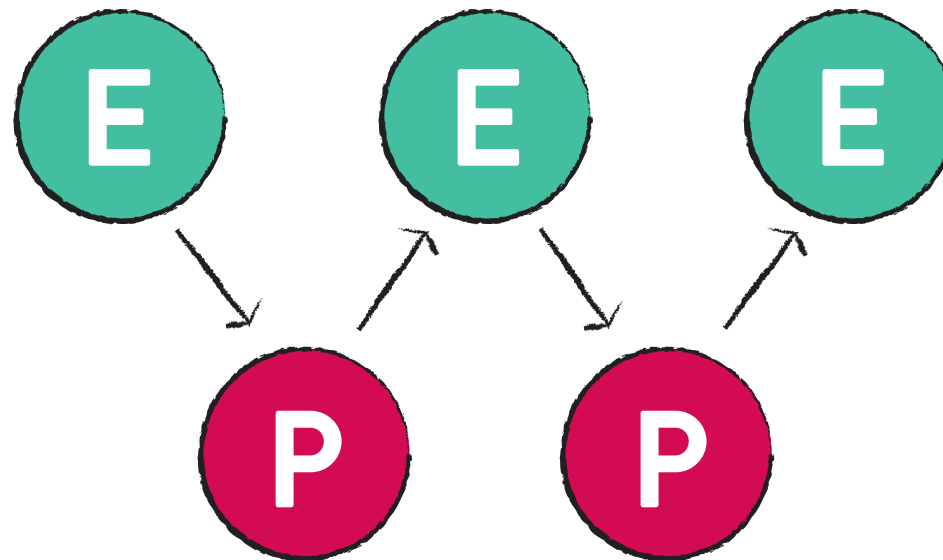
Example Point is a tool to increase your impact and influence at meetings.

Where can I use it?

- When you want to teach or educate
- When you want to sell an idea

How do I use it?

1. Think about the situation you are in and write down how you would blurt it out.
2. Review and establish the Key Points you want to make.
3. Brainstorm examples, stories, information you could use to make your point.
4. Rehearse your examples.
5. Build examples into your meeting agenda
6. Make sure your conversation flows from example to point to example to point etc.



4. IMPLEMENTATION



4. IMPLEMENTATION

To deliver value in an efficient and effective way

Making it happen by implementing the solution, and measuring the value added

- Implementing
- Reviewing
- Measuring

Implement
Action Planning
Agile Boards

Review
Action Replay

Measure
Benefits Map

OUTPUT
Action and Added Value

This is where we need to execute the plan and drive momentum to ensure the ideas are implemented and add value. Up to this point they are just expensive ideas, we need to take massive action to ensure we land the benefits. There needs to be a plan to overcome resistance and drive momentum. Here are some important action steps to achieve this:

1. **Maximise participation:** Robust processes are essential. But beyond the disciplines themselves, it is crucial to involve people broadly in the change effort. Give them a vested interest in success and help them feel they are a vital part of something meaningful and important. Recruit allies to communicate the new strategy and exhibit their commitment.
2. **Generate short-term wins:** Innovation and change can be a long, formidable undertaking, with setbacks and obstacles along the way, testing an organisation's belief in itself. It is vital to plan deliberately for short-term wins to build momentum and enthusiasm. A number of early victories, even if they are small, create self-confidence and the belief that bigger things are possible.
3. **If all else fails, resisters should be removed:** Make sure you have key players on board. Give everyone a fair chance to get on board and make sure they know what's expected of them. But if you are faced with determined resisters, it is essential that you act to remove them. Act fairly and compassionately, but firmly. Do not wait too long.
4. **Set a shining example:** This rule is the essence of leadership. Emerson summed it up: "What you do speaks so loudly that I cannot hear what you say." At times of change, all eyes are on the leader. Leadership Integrity means that words and deeds are totally integrated. The moment they diverge, your leadership will fail, and your change effort will be compromised.
5. **Experiment and Learn:** Have the courage to try ideas, review them well and be prepared to kill ideas that are not working. Learn from them and apply the learning to drive new enlightened action.
6. **Measure and Feedback:** It is important to measure the impact of the change on results not just what was done; and capture all the learning for future use.

ACTION PLANNING

MEETING NAME:
DATE:
WHO ATTENDED:

[illegible]

ACTION PLANNING

What is it?

A tool for agreeing and clarifying next steps.












Where can I use it?

- To agree actions
- To ensure buy-in
- To ensure the right outcomes are achieved

How do I use it?

- Review meeting and fill out template as required
- Ensure people leave meeting with a copy
- Regularly review
- Hold people accountable

AGILE BOARDS

STORIES	TO DO	IN PROGRESS	DONE
Story 1			
Story 2	 	 	 
Story 3	 		

AGILE BOARDS

What is it?








A tool for reviewing and learning from any action to ensure continuous improvement happens.

Where can I use it?

- To review any type of action or activity
- To challenge any existing ways of working
- Either as an individual or as a team
- As a pragmatic way of encouraging a more effective approach
- At the end of a meeting
- Project reviews

How do I use it?

- Sheets of paper and some pens – where this is being completed in a team, or in a group situation it is best to use post it notes.
- Populate the four quadrants with ideas from the team. One idea per post it note.
- Now take each quadrant in turn and ask the questions in each box. Once all the areas have been discussed you can consider and reach agreement on what, as a result, should be stopped, started and continued.

STORIES	TO DO	IN PROGRESS	DONE
Story 1			
Story 2			
Story 3			

ACTION REPLAY

	Worked well?	Not so well?
Planned?	Why did it work? How can we do more?	Why? What can we do differently next time?
Not Planned?	Why did this happen? How can we repeat it?	Why did this go wrong? How can we avoid it in future?

ACTION REPLAY

What is it?

A tool for reviewing and learning from any action to ensure continuous improvement happens.

Where can I use it?

- To review any type of action or activity
- To challenge any existing ways of working
- Either as an individual or as a team
- As a pragmatic way of encouraging a more effective approach
- At the end of a meeting
- Project reviews

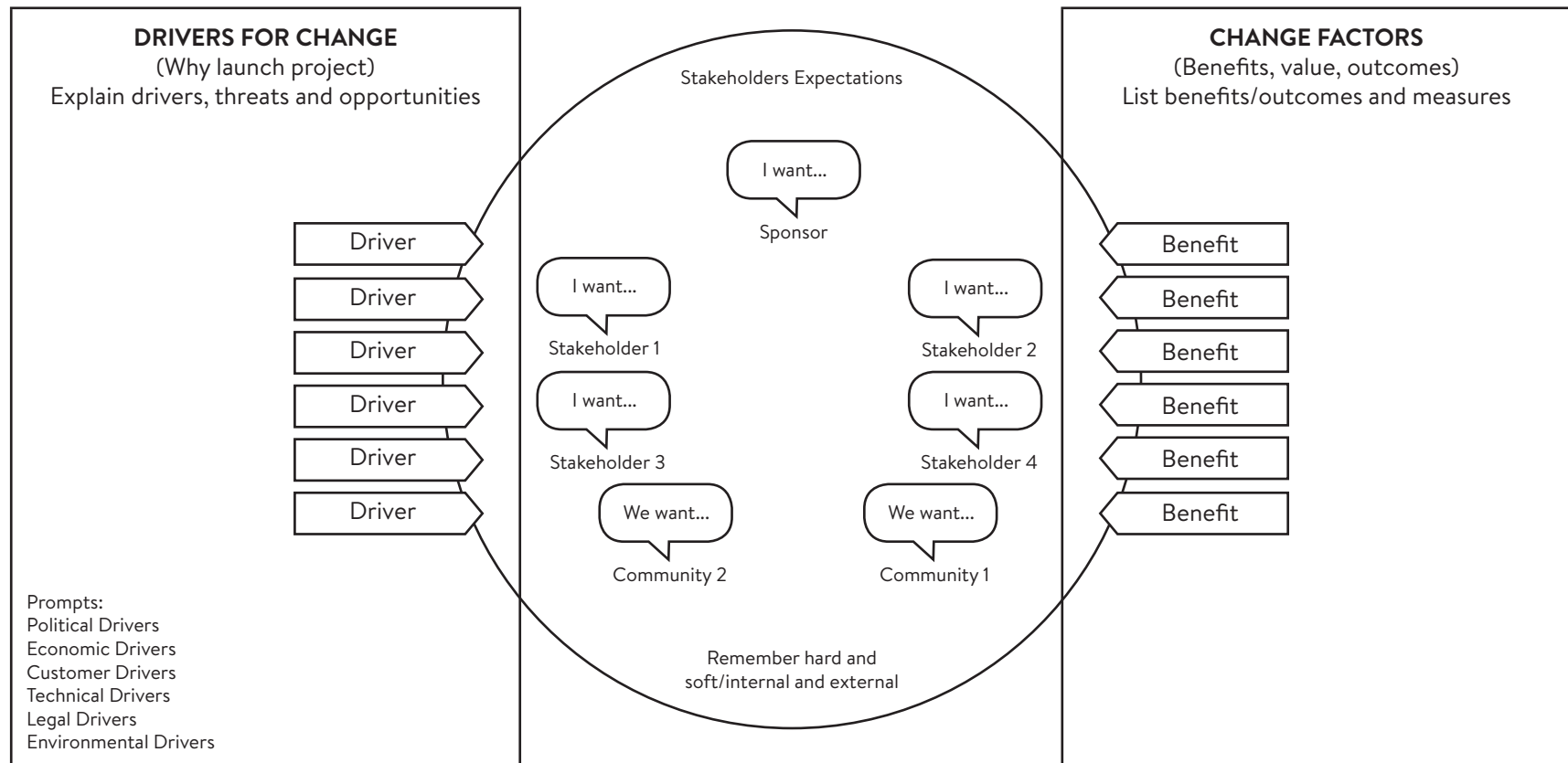
How do I use it?

- Sheets of paper and some pens – where this is being completed in a team, or in a group situation it is best to use post it notes
- Populate the four quadrants with ideas from the team. One idea per post it note
- Now take each quadrant in turn and ask the questions in each box. Once all the areas have been discussed you can consider and reach agreement on what, as a result, should be stopped, started and continued

	Worked well?	Not so well?
Planned?	Why did it work? How can we do more?	Why? What can we do differently next time?
Not Planned?	Why did this happen? How can we repeat it?	Why did this go wrong? How can we avoid it in future?

BENEFITS MAPPING

PRESENT SITUATION (Description)	PROJECT TITLE (and Gap Description)	TRANSFORMED SITUATION (Description)
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BENEFITS MAPPING

Benefits Mapping is a way to make sure you actually get the intended benefits (outcomes, changed processes) originally planned for your project. Benefits fall into a number of categories. The main ones are: makes money, saves money, makes us faster, more agile, compliant/legal, efficient, and importantly adds value to customers.

It should be a fundamental part of any improvement project, running from the project's beginning to its end, and beyond. By focusing on benefits realisation planning, you can track whether intended benefits have been realised and sustained after the end of the project. Furthermore, it helps to ensure a clear signposting of who is responsible for the delivery of those benefits.

Having a sound benefits realisation plan will increase the delivery of intended benefits from your projects. This ensures that any resources allocated to the project are being fully utilised. Having a benefits realisation plan for your improvement projects will also help you when discussing with colleagues how your individual project is contributing to the overall improvement of service delivery.

Where do I start? The first step is to ensure all the foundations for benefits realisation are in place. These are:

- Identify and make a record of the desired benefits. You may want to discuss this with stakeholders.
- Identify the stakeholders that will be affected by each identified benefit.
- Identify the outcomes and enablers required for each benefit realisation.
- Determine how you will recognise whether a particular benefit has been realised. This may require collection of numeric data or it may require qualitative assessment. If the former, try taking a measure before the project starts, and use this as a benchmark to determine realisation of the anticipated benefit. However do not wait to start until you have accumulated months of baseline data.
- Allocate responsibility for delivery of these benefits.
- Prioritise the benefits so that the most important always has the most focus. This ensures that the project makes the greatest impact.
- Identify dates for expected delivery of the benefits

Creating a Benefits Realisation Plan

To develop a Benefits Realisation Plan, simply record the information gathered from carrying out all of the above steps on the template. Having created and updated the Benefits Realisation Plan throughout the project, you should aim to revisit the plan at a Project Board meeting at agreed review points once the project has been completed. This can help you decide whether the changes made as a result of the project are still delivering the original desired benefits. If this is not the case, you need to consider corrective action.

To realise the full benefits in your plan, you may have to market and sell the change project to key individuals to ensure proper buy-in. The benefits will only be realised if all parties are on board and pulling in the same direction.

Having created and updated the Benefits Realisation Plan throughout the project you should review it at agreed points once it has been completed. This helps you decide whether the changes made are still delivering the original desired benefits. If not, you may wish to consider corrective action.

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