



MOVE

BEYOND GREAT IDEAS.

WORKSHOP
FACILITATION
HANDBOOK

by

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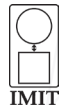
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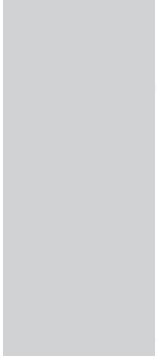
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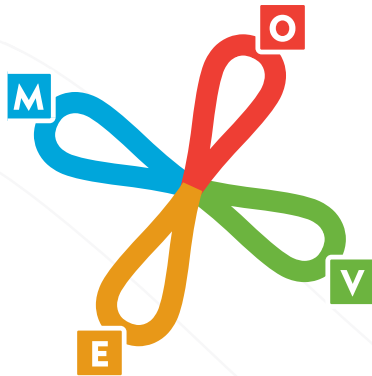
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SECTION 1
OVERVIEW





The **MOVE** framework is designed to help you plan an effective internal workshop to address the innovation capabilities within your group or company. MOVE is based on four dimensions of team innovation: *Make*, *Observe*, *Visualize*, and *Engage*. We talk about dimensions rather than phases because innovation is not a linear process. Use elements of each dimension depending on your specific needs and objectives. Don't forget to iterate and share your evolving ideas with others in your innovation network, which will help you move your big ideas forward.



Make teamwork tangible.

Building on each other's ideas is crucial to achieve innovation, and we believe that talk is often cheap. Make sure that your team collaborates in tangible and visual ways to externalize and share ideas with impact.



Observe current challenges.

Does creativity love constraint? To face hard challenges, we need to develop a deep understanding of what those challenges entail. Make sure that your team collaborates in ways that focus your energy on progressively clear targets.



Visualize desired futures.

Innovation is about building the future. Current needs, trends, and technologies indicate something – but not everything – about future possibilities. Make sure that your team collaborates in ways that shape visions with a healthy disregard for the impossible.



Engage in practical action.

Innovation starts with you. A deep understanding of challenges and a strong vision won't take you far if you don't see – and start walking – the path towards realizing the vision. Make sure that your team collaborates in ways that are biased towards practical action.



What is the end result of each MOVE dimension? Each dimension focuses on one main objective, so that all the brainpower and energy of the participants stays fully on your agenda.

Dimension 1 (M) uses group reflection to establish a clear understanding about everyone's role and the collaborative climate we are seeking. As shorthand, we call this "pow" because when done right, the workshop discussion starts with impact and excitement.

In **Dimension 2 (O)**, the group focuses on the opportunity for change. By investigating the facts and assumptions about current issues, the result is an honest look at "now".

Dimension 3 (V) channels people's frustrations positively into imagining an ideal state. Simply put, this is about creating the "wow", inspiring and provoking everyone to think bigger about where they want to go.

Now with a vision in place, **Dimension 4 (E)** locks in team commitment and passion, allowing you to end the workshop on a high and memorable note. This is the time of "how" -- so people walk away feeling empowered by realistic next steps.



Make teamwork tangible.



POW!
HOW DO WE WORK?



Observe current challenges.



NOW?
WHERE ARE WE NOW?



Visualize desired futures.



WOW!
WHERE DO WE WANT TO GO?



Engage in practical action.



HOW?
WHERE DO WE BEGIN?



“Vision comes with an expectation for action.”

Creating innovations that successfully meet societal challenges on a grand scale involves great vision, great ideas and great execution.

Essentially, innovation is about creating alternative futures, and since the future does not easily lend itself to a high level of certainty, innovation teams have a tendency to gravitate towards “feasible”, and arguably less desirable, outcomes.

A strong innovation capability is key to tackle the complexity of large-scale issues facing organizations today. An important ingredient of innovation capability is the ability to visualize and evaluate alternative futures, and then once decided, the ability to focus company resources to achieve the desired path. However, many teams lack the practical options for how to move forward in such circumstances, and tend to get stuck in quick fixes and feasible, rather than desirable, solutions. Organizations struggle to prioritize their innovation processes and also to unify everyone around practical action.

While great visions and great ideas are often abundant, there is simply too often a disconnect between long-term vision and day-to-day action. We must recognize that vision comes with an expectation for action.

Following from Tamara Carleton’s recent study¹ of the U.S. Defense Advanced Research Projects Agency (DARPA), an organization that has solely and successfully engaged in radical innovation for over 50 years, we are investigating how vision could be developed, communicated and brought to reality in a way that effectively breaks the paralysis of unlimited opportunity.

This handbook aims to guide readers in the practical application of immersive workshop approaches and methods to more reliably “get things done”.



“Continuous feedback and learning is key to innovation.”

Our point of view is that the workshop format will enable individuals, teams and organizations to learn more about how to effectively move back and forth between divergent and convergent activities – keeping the solution space open enough to allow identification of innovation opportunities within a broader vision, while still making practical progress towards bringing vision to reality.

Continuous feedback and learning is key to successful innovation, and the MOVE Workshop deploys several iterative mechanisms that allow teams to gradually gain more insight into a promising, yet incomplete vision. Since we more broadly pay particular attention to the socialization process related to improving the innovation capability of people and organizations, we are deeply interested in helping innovation teams improve their innovation capability through the participation in interactive, immersive workshops where showing and doing is better than telling.

You will learn:

- 1.** how to effectively shape a visual and tangible teamwork capability that allows you to rapidly accelerate your learning curve.
- 2.** how to effectively build a collective capability that allows you to observe current challenges and constraints with the intent to energize rather than paralyze.
- 3.** how to effectively create a foresight capability that allows you to shape visions that balance hard constraints with a healthy disregard for the impossible.
- 4.** how to effectively stimulate innovative behaviors that combine short-term and long-term objectives and allow you to take practical steps on the path towards turning visions into reality.



“Knowing is a matter of participating.”

Getting innovation done, in our view, requires a capability to effectively move back and forth between divergent and convergent activities. As noted earlier, this needs to be an ongoing, everyday process rather than a one-off “fix”.

Immersive workshops are very effective mechanisms when aiming to allow individuals and teams to experience new modes for innovative teamwork, and we believe that workshops of this kind are particularly well-suited for promoting new collaborative behaviors in cross-functional and highly diverse teams, where there is a strong need to bridge gaps between disciplines and draw from multiple viewpoints, without letting one perspective dominate.

The way that DARPA, for instance, moves from partial to clear vision is through expert workshops and proof-of-concept demos, which enables continuous feedback and learning. Knowing is a matter of participating. The path to the vision is emergent, building on several iterative mechanisms that allow teams to gradually gain more insight into a promising, yet incomplete vision.

Over the past five years, we have collaborated closely with organizations such as Luleå University of Technology, Blekinge Institute of Technology, Volvo Aero, ABB, Sandvik Coromant, Microsoft, Tata Group, PIEp, Mobile Heights, Sony Ericsson Mobile Communications and others to prototype a range of interactive and immersive workshop formats – all of which are designed specifically to promote action-oriented and cross-functional collaboration in the radical innovation domain.

The range of topics we have worked on include sustainable innovation in the Amazon region, product-service system innovation in the transport industry, and innovation in the mobile services and applications domain.



“The beginning is half of every action.”

Greek proverb

The meanings of words matter for understanding, so we will unpack the term “radical innovation” briefly.

Let’s start with *innovation*. Innovation in industry is a matter of doing new things, or finding new ways of doing familiar things. Innovation is more than a new idea, business creativity, or product novelty. Innovation is a broad term, often used to describe both the process and its output interchangeably.

We use innovation to describe the process from idea to commercialization. To be called an innovation, an idea must be replicable at an economical cost and must satisfy a specific need, which entails goods or services for which people will pay. There is a customer or user. There is measurable change, not necessarily successful.

The term *radical* often indicates a revolutionary change or extreme state of being. Academic scholars differ on how radical should be perceived when it applies to innovation. They usually make the distinction that radical innovation is the opposite of incremental innovation, which are evolutionary improvements to an existing product or service.

Some scholars, such as O’Connor and her colleagues², define radical innovation relative to a company’s R&D portfolio, so both risk and impact are based on the management’s perception.

Other scholars, such as Betz³, define radical innovation in terms of a technological breakthrough, which brings new knowledge to an industry overall. Other synonyms for radical are: disruptive, discontinuous, game changing, breakthrough, and so on. In all cases, radical innovation is about the intent and impact for big market transformation.

An innovation capability is an ability to work with new ideas. Business strategy, employee knowledge, corporate culture, and other variables impact an organization’s ability to innovate. Within companies, the innovation process often includes, but not always, steps of research, discovery/invention, development, production, marketing, sales, distribution, and service. Each one of these steps has the potential for improvement.



How do you personally
define radical innovation
capability?

To me, radical innovation capability is:

How does your organization
define radical innovation
capability?

To my organization, radical innovation capability is:





What are possible innovation capabilities? Below is a list of sample capabilities that you could consider building, standardizing, and/or improving within your team or organization. There may be other additional processes specific to your organization’s innovation goals that fall outside this list.

Recruiting The process of identifying, evaluating, and hiring top qualified candidates in a timely and cost-effective manner from within or outside of an organization for a job vacancy in research, development, or related area.

Idea generation The process of creating, developing, and communicating ideas that have the potential to become a new business service or product. This process is often called the “fuzzy front end” of new product development.

Idea evaluation The process of documenting, tracking, assessing, and prioritizing promising new ideas from internal and external sources based on clear decision criteria. Ideas may be maintained in a formal database or archive.

Long-range planning The process of identifying and developing a set of strategies for a time horizon of five years or more—depending on your industry’s cycles, organization’s vision, and R&D goals. Related activities may include scenario planning, forecasting, and foresight strategy.

Trend finding The process of collecting, scanning, and interpreting emerging trends in technology and/or customer behavior. May be related to technology forecasting, which attempts to predict future characteristics of tools and technologies.

Open innovation networks The process of creating and growing an external ecosystem of vendors, partners, and related network contacts in order to focus on the key innovation challenges or problems facing the central organization. Network participation may entail outsourcing, crowdsourcing, competitions, or other activities.

Technology roadmapping The process of developing a detailed plan to guide progress toward short-term and long-term goals with specific product and/or technology solutions.

User testing The process of gathering early feedback about a possible product (or service) from representative users before product launch. This process may also be called user acceptance testing, beta testing, usability testing, application testing, and end user testing.

R&D portfolio management The process of assigning, administering, and monitoring the optimal allocation of management resources to all active R&D projects. May also include decision criteria to close unproductive projects.

Other capabilities



How you and others feel about innovation will affect what you can do. We know this truth from everyday experience. Even if you give a hammer to someone, she will not use the new tool, unless she accepts it emotionally and believes it will be valuable to her current goals.

Values are the commonly held standards of what is acceptable or unacceptable, important or unimportant, right or wrong, workable or unworkable, in a group or community. Within a company, values set the tone of the business norms, team attitude, and general workflow.

In striving to provide the best framework, we offer the following short list of value statements that we have learned from our own experiences with radical innovation:

Ambiguity is an asset

Better process leads to better product

Culture creates change

Innovation is a discipline

Improving a capability starts with me



Ambiguity is an asset

The process of radical innovation is usually fuzzy, indeterminate, and paradoxical. When working with new ideas, a team often holds many questions, especially about how to start or what to do. It can feel uncomfortable or awkward to not know what questions to ask. This is the state of ambiguity. Ambiguity is about leaving meaning open to interpretation, and accepting that there are alternative ways forward, not a single “right” way. Ambiguity is different from uncertainty, which entails having unknown answers and high doubt. Ambiguity is also different from indecision, which is the inability to make a choice between alternatives. During innovation, welcoming the expected ambiguity can free you of preconceived notions. Ambiguity sparks better questions, more new ideas, and different choices. Ambiguity is your creative advantage.

**“There is no bad weather,
only bad clothing.”** Swedish proverb

Better process leads to better product

It is easy to understand input and output. Even if not well understood, the translation step between the two elements affects the quality and quantity of the output. Essentially, process creates the product. It stands to reason that improving the process will thus improve the product. That is why we are addressing innovation capability. Once you learn the tools and examples for radical innovation capability, you can then advance and enhance the innovation output of your company.



“Rather than talking about theory, we focus on practice.”

Culture creates change

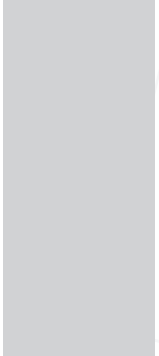
People change when the pain of staying where they are overcomes the fear of change. As an innovation leader or as a team manager, your job is to build a culture of change, in which people feel motivated to perform. Creating the right innovation culture for your team is done by leading through example, by rewarding good behaviors, by influencing through positive peer pressure, and by tirelessly communicating the benefits of change. We will discuss these and other approaches throughout the workbook.

Innovation is a discipline

Peter Drucker, the father of modern management, wrote that innovation can be systematically managed. As a discipline, innovation is defined, organized, regulated, and constantly in action. Innovation begins with a deliberate search for opportunities and follows consistent procedures. Rather than talking about theory, we focus on practice. Rather than aimlessly hope, we set a vision and then goals for how to make that vision real. Rather than wait for ideas, we create the environment for teams to generate ideas and manage those ideas. Rather than react to competitors, we create a continuous process and educate people on how it should work.

Improving a capability starts with me

Gandhi had a list of fundamentals for changing the world—beginning with yourself. As the famous Indian leader said, you must be the change you want to see in the world. If you change how you think, then you will change how you feel and what actions you take. And so the world around you will change. As you view your environment through new lenses of thoughts and emotions, your new mindset will allow you to take action in ways you wouldn't have—or maybe even have thought about—while stuck in your old thought patterns. As you think about fixing your organization, also consider how you personally might need to change to bring about what you seek.



SECTION 2

WORKSHOP PLANNING





MOVE is about deploying a workshop format that facilitates action-oriented behaviors that get innovation done.

A crucial part of a workshop is the planning. To get you started on the path to a successful workshop, we provide some concrete advice for how to recognize the need for a MOVE workshop, along with a sample agenda and some thoughts on facilitating that we have drawn from our experience as workshop facilitators. Also, to evaluate and improve your workshops, we have included a post-workshop survey and a set of success metrics.

"...I have always found that plans are useless, but planning is indispensable."

Dwight D. Eisenhower





When should you conduct a workshop about your group’s innovation capabilities? What signs should you look for to alert you to the right time for a candid planning discussion?

You can use the checklist on this page to pinpoint early warning signs. One or two signs suggest organizing a workshop to proactively address these issues. Three or more signs in this list indicate that you’re past due and should bring a group together as soon as feasible.

Which warning signs do you already see in your organization?

Signs to organize a MOVE Workshop

- The team is paralyzed by endless opportunities and is unwilling to take a new idea or concept to action
- Team members use constraints as an excuse not to move into action in their development and innovation efforts
- Managers are afraid that the usual approach in developing ideas causes your group to lose momentum and miss market timing
- The team is stuck in groupthink and needs a way to look at the issues from a new perspective
- The team is paralyzed by the challenges, which are perceived as too overwhelming or too ambiguous
- The team is too solutions-oriented, focused on closing the opportunity gap too fast without understanding longer-term issues in a strategic context

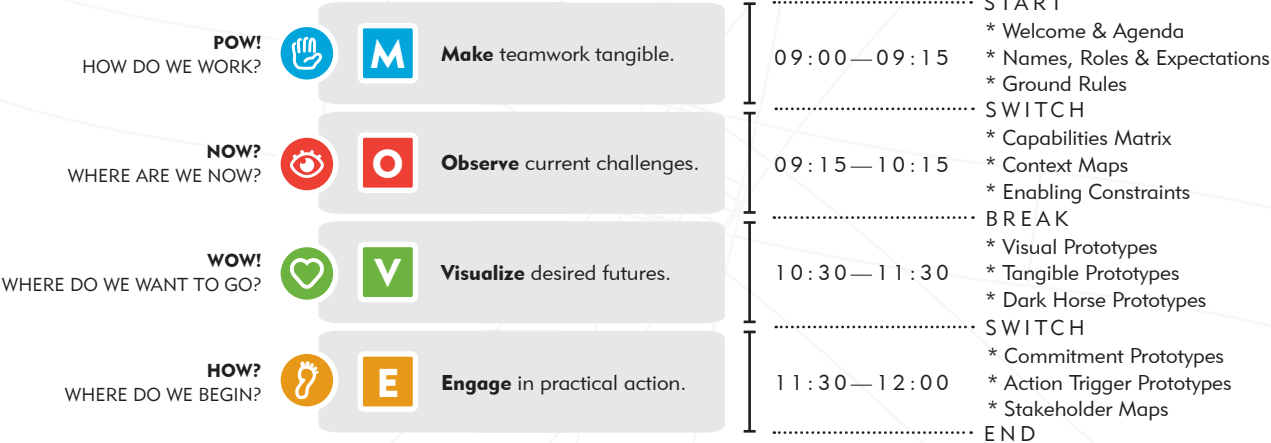




“The MOVE Workshop builds on interchangeable modules...”

The basic principles of the MOVE Workshop can be applied to workshops of any duration, and we have personally facilitated workshops that have lasted anything from three hours to five days.

The MOVE Workshop builds on interchangeable modules to allow you to adapt the scope, duration and content of the workshop to better fit the needs of your particular team.





- **A workshop is not a lecture,** and you are not here to teach participants or to say what is “right” or what is “wrong” in terms of the topics discussed. Your job is to facilitate the collaborative learning process and stimulate active participation.
- Since we are seeking a relaxed atmosphere, **keep things informal.** Promote the sharing of personal experiences and anecdotes throughout the workshop. This helps to establish emotional connections to the topic and to the participants.
- **Invite active participation** from the start to show that this is a co-creative experience, where we all have the opportunity to influence the process and outcomes.
- Everyone should feel valued and comfortable, and some people don’t appreciate being “forced” on stage. **Invite people to share their thoughts,** and let it be their decision to step up.
- **Be open to changes.** Workshops are emergent in nature, and often it can be better to use the energy from an interesting discussion or exercise, even if it means that you need to rearrange the agenda.
- **Respect the ground rules.** They apply to the facilitator, too. If someone breaks the ground rules, nudge them gently. It can take some time to understand the culture that these rules are built on. Motivate rather than enforce.
- You might have sceptics in your group. **It is OK to acknowledge scepticism,** and if you notice it early, it sometimes help to kindly ask the group to “play the game” and wait with the evaluation until later. A workshop is a process, and insights will pop up as the session progresses.
- A workshop facilitator needs to **show confidence without arrogance.** Think about how you can balance clear directions with empathy and respect for the opinions of others. Remember, you are facilitating a learning process, you are not forcing your own ideas onto others.
- If possible, **co-facilitate with a colleague.** First, it helps you to share the workload and engage more effectively with sub-groups. Second, it is often useful to have someone to discuss eventual changes in the workshop process with, since it can be difficult to both lead a workshop and sense the mood and energy of workshop participants.
- Encourage participants to **give feedback using “I-statements”.** As a facilitator, you could say “I like...” when you give feedback to individuals and groups about behaviors you would like to encourage. If you need to break bad behaviors or point out things that didn’t work so well, you could say “I wish...”. Phrasing constructive feedback that way points to ways of doing things differently next time, rather than blaming people for doing things wrong.



Organizations require feedback—from customers, employees, and other stakeholders—to survive and prosper. Surveys are a common method for capturing feedback, but surveys can be difficult to design, complicated to administer, and statistically challenging to analyze.

Here is a simple survey to capture observations and suggestions immediately after you conduct a workshop. It is intended to function more as a quick pulse of the stakeholders involved, so you can assess how the workshop worked and what you might to consider next in action.

KEY	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT
1. Overall, I would rate the workshop					
2. Degree to which workshop met my expectations					
3. Relevance of topics to my work					
4. Increased my understanding about these topics					
5. Sparked fruitful discussions of critical topics					
6. Led to meaningful questions and actions among participants					
7. Gained new methods/tools to develop or change my innovation approach					
8. Embodied the spirit of open innovation and long-term thinking					
9. Location and comfort of the program space					
10. Timing and duration of workshop session					
11. What will I do or think differently about as a result of this program?					
12. The most valuable sections, concepts, and/or exercises were:					
13. The least valuable sections, concepts, and/or exercises were:					
14. Additional comments/questions:					



What critical success factors you should aim for?

Management may ask you for recommended metrics or “key performance indicators” (KPIs) that would demonstrate an effective workshop, which had the goal to address and improve an internal innovation capability.

Below is a list of common metrics upon which you can elaborate and expand for your purposes.

Before the workshop

- * *Number of potential participants*
- * *Number of registered (accepted) participants*
- * *Percentage of registered participants out of invited participants*

During the workshop

- * *Attendance*
 - » *Number of total participants*
 - » *Number of participants that completed the program*
 - » *Number of participants that withdrew from the program*
 - » *Percentage of participants attending out of total registered*
 - » *Percentage of participants attending out of total invited*
- * *Instructor performance*
 - » *Knowledge of the subject*
 - » *Alignment with corporate values*
 - » *Presentation style*
- * *Participant satisfaction*
- * *Number and quality of positive testimonials from participants*
- * *Number of new ideas generated*

After the workshop

- * *Return on investment*
 - » *Total costs in planning and execution*
 - » *Cost per participant*
 - » *Cost per participant compared to a typical company training initiative*
- * *Number of new employees referred to the program by previous participants*
- * *Idea execution*
 - » *Number of follow-up requests for more information*
 - » *The number of managers that found an:*
 - *Increase in productivity after the training*
 - *Increase in team morale after the training*
 - *Increase of staff initiative, confidence, and independent problem solving*



SECTION 3

M = MAKE TEAMWORK TANGIBLE





Real-life innovation challenges, such as reducing our ecological footprint or providing safer health-care, are inherently wicked⁴, meaning that we are facing systems of problems⁵ and that we, in our search for solutions, often struggle to understand the complex interactions between problems.

The exploratory work of understanding such problems, and creating adequate solution proposals, cannot be the task of a single academic or professional discipline.

Innovation practice is largely about bridging the gap between disciplines and facilitating cross-functional dialogue between a wide range of actors in the innovation process, enabling them to simultaneously understand, bridge and draw from multiple viewpoints in the creative process, without letting one perspective dominate the others.

Using Bohm's⁶ analogy of discussion as a ping pong game where ideas are batted back and forth to score points and win, dealing with wicked problems requires something more

similar to a dialogue, which is less about finding the final answer and more about discovering the prejudices and assumptions of a diverse team, aiming to make the differences between people's messages and opinions clear without making them "wrong". The point is not to agree, it is to gain a deeper understanding.

Janis⁷ used the term *groupthink* to describe a situation when team members' desire for unanimity overrides their motivation to assess all available plans of action – a situation that could be detrimental to innovation since it thrives from novelty and diversity rather than redundancy and unanimity.

To effectively deal with collective presumptions and to avoid premature closure of the design space, innovation teams that are diverse along several dimensions need to be provided with visual and tangible communication mechanisms supporting dialogue and conversation in an empathic, sensitive and open team climate.

"The point is not to agree, it is to gain a deeper understanding."

NAMES, ROLES & EXPECTATIONS



"It is a way of signaling that we value diversity of opinion."

Depending on how much time you have set aside for your workshop, there are different strategies to make a cross-functional team get to know each other quickly.

At a minimum, we suggest that you allow everyone to introduce themselves with their name and their role in the organization. Although it is not enough to really get to know someone, it helps participants become aware of the multitude of perspectives that is represented in the room. It is a way of signaling that we value diversity of opinion.

For longer workshops, we may ask participants to complete any or all of the sentences to the right.

One of the key ideas behind a complete-this-sentence approach is that it is easy to document the outcomes when a common format is used. Also, it forces participants to be brief and to the point. Don't forget to revisit these statements as you perform your workshop evaluation.

NAME

My name is

ROLE

My role is

BIAS

To me, radical innovation is

MOTIVATION

I am here today because

EXPECTATION

I expect to leave today with





"Let's agree how to play this game."

One of the most important steps of a workshop is to establish what kind of collaborative climate you aim for: *"Let's agree how to play this game."* Below are five things we usually ask workshop participants before we start:

Be here now

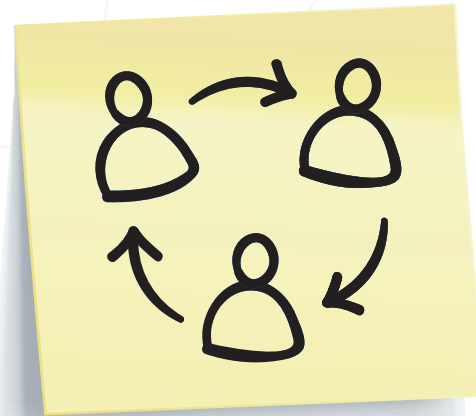
For workshops to be effective, they demand our undivided attention. We are all "on stage" for the duration of the session. Let's avoid distracting ourselves and our team members during this time.

Be positive

We need to suspend judgement for a while, and build on the ideas of others without hesitation. We need to embrace a "Yes, and..." rather than a "Yes, but..." approach, and be conscious about our body language and nonverbal responses, which communicate volumes silently.

Be specific

We need to speak from our own experiences and share specific ideas and examples rather than making generalized statements. Being honest about what you know, and don't know, helps build a culture where learning, not only expertise, is rewarded.



Be tangible

Showing, rather than telling, is a powerful way of communicating. Building something, rather than talking about it, helps us accelerate learning and stimulate co-creation.

Be the change

We need to set ourselves up for action. What can I, as an individual, do with what I know, what I have and whom I know? What can I do differently, starting today?



SECTION 4

O = OBSERVE CURRENT CHALLENGES





Marissa Mayer at Google says that creativity loves constraint. People tend to make the connection between creativity and the unguided artistic efforts, whereas some of the most inspiring art forms, like classical ballet, sonatas and the Japanese haiku poems, are all immaculate because of the combination of very strict form and artistic mastery of interpreting the set forms. Creativity thrives best when constrained.

Constraints shape and focus problems and provide clear challenges to overcome. Unaddressed and unfocused challenges may act as a paralyzing force, greatly inhibiting the ability to move forward with innovation work. On the other hand, when identified and discussed and when there is an organizational connection to and understanding of what the challenges entail, they may be great triggers to help you move forward.

In order to gain in-depth insights of the vantage point from where you currently operate, technology trends, customer preferences and competitor activities need to be paired with in-depth insights about which capabilities your team and organization possess – or where you miss out. Why? Because this understanding offers you an excellent navigation map how to move forward in that it helps you to be specific. Specific issues require specific solutions. Specific solutions have a clearer innovation potential compared to vaguely formulated solutions to vaguely defined issues.

“Unaddressed and unfocused challenges may act as a paralyzing force...”

CAPABILITIES MATRIX



Which capability do you want to address first? Perhaps you don't know exactly where to start because your organization has multiple areas that need improvement. Or perhaps you would like to evaluate a short list of capabilities more objectively and systematically before final selection.

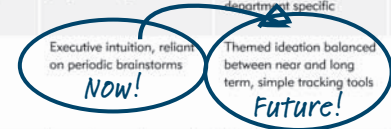
Here is a fast benchmarking exercise that lets you rank a set of common innovation capabilities in terms of their maturity. Please refer to p.11 for capability definitions.

Instructions

1. Pick the capability you would like to focus on within your group or organization. Or you may evaluate multiple capabilities to compare.
2. Using the 5-point scale, please circle or mark the current stage of development for this capability. The overall scoring will help you identify the maturity state today.
3. For each capability, now circle the stage that you would like to advance that capability to, given the target planning timeframe and potential benefits.
4. Next draw an arrow between the two stages you have selected in each row. This arrow represents the development journey you must take. We will address how to identify and overcome related constraints later in the workbook.

Illustrative example

CAPABILITY	LACKING	DEVELOPING	BASIC	ADVANCED
RECRUITING	No formal procedures, unclear hiring criteria, ad hoc	Informal process, limited project management	Simple identification and selection procedures, department specific	Standardize process, int remaining
IDEA GENERATION	Reactive to market opportunities	Executive intuition, reliant on periodic brainstorm	Themed ideation balanced between near and long term, simple tracking tools	Regular process addresses unmet needs, white space
IDEA EVALUATION	No formal criteria or performance measurement	Inconsistent reviews, murky decision criteria	Regular reviews with emphasis on financial outlook and market impact	Established for regular rationalized scorecard
LONG-RANGE	Focus on near and mid	Ad hoc process based on	Dedicated group for long	Regular vis



CAPABILITIES MATRIX



CAPABILITY	LACKING	DEVELOPING	BASIC	ADVANCED	WORLD CLASS
RECRUITING	No formal procedures, unclear hiring criteria, ad hoc	Informal process, limited project management	Simple identification and selection procedures, department specific	Standardized hiring process, integrated with remaining organization	Global selection from internal and external sources, clear and consistent processes
IDEA GENERATION	Reactive to market opportunities	Executive intuition, reliant on periodic brainstorm	Themed ideation balanced between near and long term, simple tracking tools	Regular process that addresses and documents unmet needs, low end, and white spaces	Well understood planning and ongoing capture for current and future markets, engages network partners/users
IDEA EVALUATION	No formal criteria or performance measurement	Inconsistent reviews, murky decision criteria	Regular reviews with emphasis on financial outlook and market impact	Established process for regular review and rationalization, idea scorecard	Measures tied to strategic goals and dept/staff incentives
LONG-RANGE PLANNING	Focus on near and mid term opportunities	Ad hoc process based on industry forecasts	Dedicated group for long term planning, simple scenario planning	Regular vision setting integrated at corporate, market, and product levels	Cross-functional foresight planning, participatory decision-making with network
TREND FINDING	Isolated market scanning, limited data	Early monitoring system for market changes	Established trend indicators, balanced mix of online and other industry sources	Systematic tracking of multiple views, constant sweeping in related markets	Global trend scout network, quantitative and qualitative measures
OPEN INNOVATION NETWORKS	Weak engagement of external partners and outside experts	Inconsistent experimentation with network (e.g., crowd-sourcing, competitions)	Clear network engagement rules and incentives	Single innovation hub with internal and external members	Distributed decision making among network aligned to innovation goals
TECHNOLOGY ROADMAPING	Ad hoc planning, short term trouble-shooting	Periodic planning, clear technical drivers and requirements	Established planning horizon aligned with innovation goals and product lifecycle	Disciplined process with technology alternatives and ongoing post mortems	Cross-functional planning, integrated change management
USER TESTING	Internal testing only	Sporadic user feedback sessions	Clear user and test criteria, integrated feedback into R&D process	Standardized procedures, multiple testing cycles with pre-tests	Methodology with formal and exploratory user tests
R&D PORTFOLIO MANAGEMENT	No tracking of resource utilization, arbitrary assignment	Resource tracking with standard allocations	Consistent stage-gate process, clear decision criteria	Proactive management of constraints, global project management	Synchronized resources and workflow across organization and external partners

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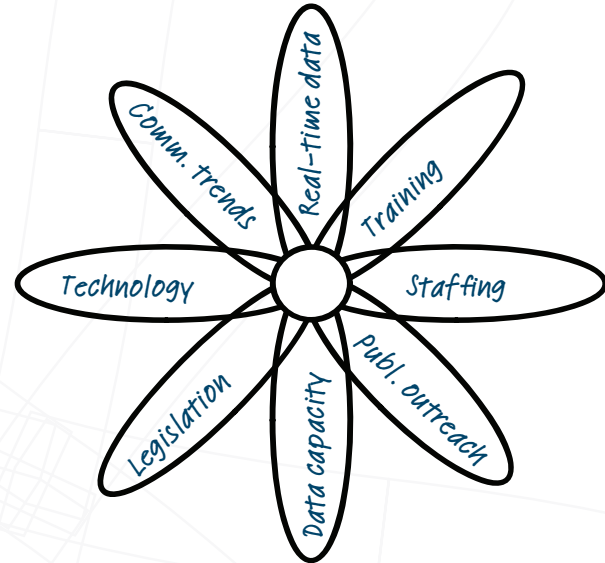
Context Maps™ capture emergent conversation themes in complex problems to show integrated context.

A Context Map advances the work of the usual idea generation tools, such as brainstorming and mind mapping. The goal of brainstorming is to generate as many ideas as possible, and no focus is required. In contrast, a Context Map lets you begin converging on the top themes or dimensions of a particular topic or opportunity space. Why eight dimensions to a Context Map? You have enough to capture the problem's complexity, yet not too few to lose sight of what is important.

Instructions

1. Agree on a broad topic or opportunity area your team wants to pursue. You set the scale of topic. Very broad topics may require several iterations.
2. Draw the outline for eight dimensions.
3. Then, start talking with your team about your topic, noting any salient dimensions as they arise. Points of intense discussion or even disagreement are good to include in your context map.
4. Note side topics and connections around your Context Map. At times, you may jump to create a tangential or different Context Map. That is great association.

Emergency Call Services



"A Context Map lets you begin converging on the top themes or dimensions..."



“Man built most nobly when limitations were at their greatest.”

Frank Lloyd Wright

Thinking that anything is possible is an important mindset to unleash creativity. At the same time, seemingly endless possibilities can also lead to paralysis and inaction. One of the reasons is a lack of a specific focus. Starting from a blank slate can be very demanding, and using constraints as enablers can help you create progressively clearer targets.

Jazz musician Charlie Mingus once said *“You can’t improvise on nothing, man; you’ve gotta improvise on something”*, and that approach is also relevant when facilitating thorough explorations of difficult challenges.

Instructions

1. Each team member fills out a template with the three constraint statements on the right. Focus on being highly specific with what you can’t or must do, and why that is the case. For the imagined constraint, do not hesitate to challenge the “established truths” of your organization.
2. Work in teams to annotate and clarify each constraint statement and motivation. Ask “Why?” at least five times to uncover the core issues.

CONSTRAINT + MOTIVATION (We can’t do X, because of Y.)

We can’t

Collaborate closely with our customers

because

public procurement regulations inhibit us

CONSTRAINT + MOTIVATION (We must do X, because of Y.)

We must *deliver production-ready material*

two weeks ahead of schedule

because

the production plant is over capacity

IMAGINED CONSTRAINT (What would happen if X was true?)

What would happen if

we were no longer allowed to have ANY contact

with our customers

?



SECTION 5

V = VISUALIZE DESIRED FUTURES





"Innovation is the capability of continuously achieving a desired future state."

John Kao

Current needs, trends, and technologies can say quite a lot about what we can expect in the future. However, since innovation is less about "waiting for the future to happen" than about consciously building the future, it is crucial that we develop a capability of shaping visions with a healthy disregard for what we might consider impossible based on today's assumptions.

Since the future does not easily lend itself to a high level of certainty, innovation teams have a tendency to gravitate towards "feasible", and arguably less desirable, outcomes. To fight this tendency to focus too closely on short-term perspectives, we need to find ways to continuously challenge assumptions and stretch constraints.

Visualizing desired futures is about using foresight techniques to identify new market opportunities for long-term growth, at least two or more product (or service) cycles in the future. Today's opportunities become tomorrow's innovations.

TECHNIQUE	OBJECTIVE	TIME HORIZON	OCEAN METAPHOR
TREND FINDING	Identify emerging market behaviors and upcoming consumer actions	Near-term	Watching the pattern of waves at the ocean shore
LONG-RANGE PLANNING	Develop an actionable plan over an extended time period	Mid-term	Determining your response to a huge wave in the distance
FORECASTING	Make predictions about the future	Long-term	Seek advice about next season's weather from the local fisherman or trained oceanographer
FORESIGHT	The art and practice of developing long-term perspective, discovering future opportunities, and beginning work on future solutions	Long-term	Create the dream vacation for surfing

Where would you fit your organization?

We should focus on this time horizon:

because





Great ideas are a good start, but getting those ideas out in the open, organizing and implementing them, are absolutely crucial.

Using, for instance, large-format wall posters as ‘interaction magnets’, we can stimulate the externalization and visualization of personal opinions, disciplinary biases, raw facts and cultural assumptions – allowing team-based reflection and dialogue while avoiding groupthink.

Making quick sketches of your ideas (products, services, work practices, methods, experiences, behaviours, or just about anything that you aim to create) will allow both you, your team, and prospective users to react on your ideas and give feedback that will enable you to take the idea forward.

Keep in mind that making it visual is not all about aesthetics and detailed illustrations of imagined final products, it is about helping people connect to your ideas in ways that are not possible only through verbal communication.

Being visual enables you and your team to build on each other’s ideas, it makes grouping of ideas easier, and it makes it easier to see patterns that are emerging. Visual prototypes help people remember ideas more clearly, and it makes progress visible.

“The mind is for having ideas, not holding them.”

David Allen

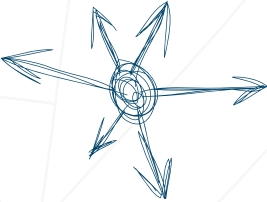


VISUAL PROTOTYPES



Instructions: Visual Prototypes

1. Work in teams to create visual prototypes of new value-focused work practices.
2. Make sure that each visual prototype has the following features: (a) a sketch that symbolizes the main idea, (b) a memorable name, (c) a tagline or slogan, and (d) a set of "Pros" (key benefits). Feel free to add comments to explain your illustration. Leave the "Cons" (potential for improvement) for later.
3. Each team selects one prototype to present to the other teams.
4. The teams that are not presenting provide feedback after each presentation in the form of "Pros" (key benefits) and "Cons" (potential for improvement).
5. One member from each team stays with their prototype to ensure carry-over of design rationale. The other members rotate between teams.
6. The new teams are given the task to improve further on the "Pros" and eliminate the "Cons" of the previously presented concept.
7. Make sure to document each iteration of the concepts to allow for scanning and distribution of prototypes.

NAME <i>The Director</i>	TAGLINE <i>Getting things done</i>
SKETCH 	
<i>We need someone or something that directs our attention to the important things, not only the urgent things.</i>	
PROS <i>+ Facilitating role + Long-term view + Hub of action</i>	CONS <i>- Expensive? - Risk for overload? - Where to find?</i>





“...build the right ‘it’, instead of trying to build ‘it’ right.”

Patrick Copeland

Tangible prototypes are not only for product design, they are also for the design of new work practices, services, experiences and behaviors. The priority is to build the right thing, before building it right. It is not about getting things right the first time.

Tangible prototypes enable teams to fail quickly and often in the earliest design stages, where failure is cheap. Tangible prototypes lower the cost of learning and should be used to accelerate learning and facilitate communication, not only to evaluate and validate relatively mature concepts.

When talking about, writing down, or sketching ideas are not enough, tangible prototypes enable teams to start “somewhere”, and eventually things might fall into place. When visual prototypes are not up to the task, a tangible prototype is worth a thousand pictures.

You are building to think, and building to learn. You are actively seeking out “what might not work”, because finding out what fails takes you one step closer to finding out what works.

You should not get emotionally attached to any single prototype. It is not the prototype that is important, but the feedback and insights that you gain from interacting with it. You should not defend your prototype. Gladly accept the critique and learn from the mistakes that people make when using it.

Use tangible prototypes to explore new behaviors, not only the performance of products. Make something tangible that allows collaborators and users to experience not only what it would look like, but also what it would be like or feel like.

Tangible prototypes help break familiar patterns and routines. By introducing a foreign object into an experience, you cannot do things as usual. Prototypes are excuses to behave differently.

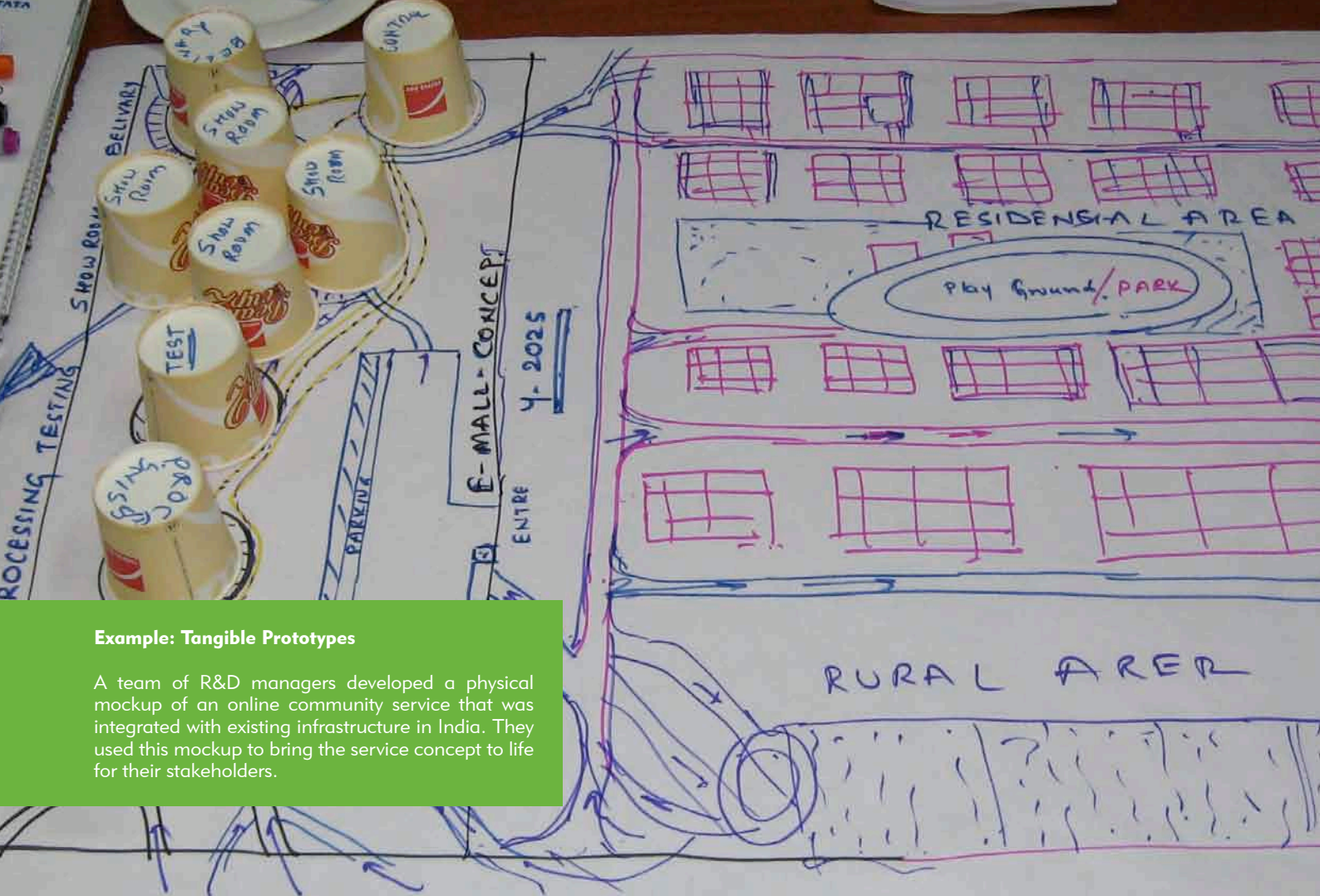
While supporting verbal and visual collaboration is crucial to the process, we advocate hands-on conceptual prototyping using whatever material is available – to make ideas tangible, iterate quickly at a low cost, and develop a shared language in response to the common question “where do we begin?”



Instructions: Tangible Prototypes

1. Work in teams to create lo-fi prototypes (e.g. LEGO, cardboard, etc.) of new action-biased work practices.
2. Focus first on prototyping tangible representations of an existing work practice (e.g. As-Is: this is how we work today).
3. Then, focus on prototyping tangible representations of a desired work practice (e.g. To-Be: this is how we want to work in the future).
4. Each team selects one As-Is prototype and one To-Be prototype to present to the other teams. No powerpoint slides allowed. Be visual, be tangible.
5. The teams that are not presenting provide feedback after each presentation in the form of "Pros" (key benefits) and "Cons" (potential for improvement).
6. One member from each team stays with their prototype to ensure carry-over of design rationale. The other members rotate between teams.
7. The new teams are given the task to improve further on the "Pros" and eliminate the "Cons" of the previously presented concept.





Example: Tangible Prototypes

A team of R&D managers developed a physical mockup of an online community service that was integrated with existing infrastructure in India. They used this mockup to bring the service concept to life for their stakeholders.



The best prototyping items are inexpensive and readily available. Below is a starting list for your own creativity and artifact building.

Desk supplies

- Post-it notes
- Pencils
- Pens
- Paper clips
- Colored markers and highlighters
- Business cards
- Brochures, pamphlets

Office supplies

- Note pads
- Manila file folders
- Hanging file folders
- Plastic label tabs
- Recycled paper
- Colored paper, cardstock

- Envelopes
- Cardboard
- Ring binders
- Unused boxes for copier paper
- Bubble wrap
- Packing peanuts

Craft materials

- Colored stickers
- String
- Popsicle sticks
- Index cards
- Pipe cleaners
- Modeling clay (e.g., Play-Doh)

Various adhesives

- Push pins
- Rubber bands
- Masking tape, packing tape



"The Dark Horse helps you uncover an earlier truth or insight that you might have lost.."

A variation of the other Prototypes, Dark Horse™ prototypes are three-dimensional physical prototypes that are built to explore a previously rejected idea.

In the world of horse racing, a dark horse is a bet that has the least likely odds to win, but which ultimately may have the greatest chance of reward. Likewise, the Dark Horse helps you uncover an earlier truth or insight that you might have lost in the overall innovation process, which represents your group's best long shot. After being immersed in this workshop and the overall MOVE process, you have gained a greater understanding about your given problem or opportunity space. By rebuilding your prototype quickly, you focus in on what really matters—the fundamental core of your innovation.



Instructions

1. Revisit your innovation idea, or an earlier prototype of your idea.
2. Identify the underlying concept that you abandoned or disregarded, which represents the biggest or boldest innovation in your solution.
3. Rework your prototype in under a minute, using inexpensive materials.
4. Share your prototype with someone for feedback.



Example: Dark Horse Prototypes

This team addressed an organizational process and deeply held belief at their company, which required all partners to come to the company. The team modeled a new service idea that went instead from the company to its partners, and they soon realized several unexpected possibilities that could increase joint sales and value.



SECTION 6

E = ENGAGE IN PRACTICAL ACTION





“Innovation = ideas + execution.”

Vijay Govindarajan & Chris Trimble

Ideas are only beginnings. Execution is key. Action-oriented prototypes can help you avoid procrastination, stimulate accountability, and facilitate action throughout your daily work.

People are good at avoiding danger. When things become difficult, many of us have a tendency to give up. We might have a lot of great ideas that we are enthusiastic about, but as soon as roadblocks emerge, our enthusiasm often falters before the job is done.

Here are three keys and three tools to help you facilitate sustained action.

THREE KEYS TO ACTION



Action-biased prototypes are based on the idea that change starts with you. You start with who you are, what you know, and whom you know. What can you do with what you have? What will you do differently tomorrow? What can you do to be a change agent or an innovator?

“Innovation is about consciously avoiding familiar routines.”

Key #1

Focus on prototypes.

We must get better at acting without necessarily knowing what the result will be. When we create something new, we will never have enough knowledge.

We need to accept that innovation happens in the discomfort zone. Action-biased prototypes help us embrace, rather than avoid, risk and ambiguity. Waiting for consensus or the right moment to act can paralyze us.

Innovation is about consciously avoiding familiar routines. We need to avoid the competency trap, where we continue doing only what we know best. The new is always unfamiliar, so we need to consistently provoke our competence.

Key #2

Take small steps.

They are easy to take, and fast. Pick a concrete goal to start with. “I will eat an apple every morning” is a better way of starting a good breakfast habit than vaguely stating, “I will start eating a healthy breakfast”. It is the same thing at work. If you start small, you are more likely to develop good habits that last.

Action prototypes are about looking for small wins and small measures of improvement. Change – one step at a time.

We need to be specific and concrete to successfully change our behaviors. We need to set specific and difficult, but possible, goals.

Key #3

Create new behaviors.

Rather than being frustrated by the things you should stop doing, think about which new behaviors you want to create. Associate new behaviors with (good) habits and routines, or with particular environments.

Action prototypes are focusing on what we will do, not what we can't do. We are prototyping action triggers and commitment strategies that would allow us to take greater personal responsibility for catalyzing change.

Remember that when you publicly commit yourself to doing something, the likelihood increases that others will commit, too, or offer support.





“When X happens, I will do Y...”

Action trigger prototype

Instructions

What kind of action triggers would you like to devise to increase the chance of implementing value-focused practices? What is the time and place that you are going to act differently?

One effective way of getting things done is to set up an action trigger: a decision to execute a certain action (e.g. write on a project plan) when you encounter a specific situational trigger (e.g. after the weekly meeting). Going to the weekly meeting simply triggers the next action, without conscious deliberation.

When this happens:

Weekly meeting finishes.

...I will do this:

Immediately update project plan based on input from the meeting.



"My next step is to..."

Commitment prototype

Instructions

What can you do as an individual to make sure that you start making steady incremental progress, rather than wait for a big leap? What kind of routines can you create that will help you avoid postponing tasks. What can you do today to start creating change? What will you do differently on Monday?

Grand long-term visions are important, but without commitment to action, they can also cause procrastination and paralysis. It is often difficult to know where to start on ambitious tasks, so we often postpone them to a "better day". There is no better day than today to take the next step.

My next step is to:

Call for a kick-off meeting this Friday about the need to focus more on the long-term issues we are facing.

I will start this habit:

I will dedicate 13:00-15:00 on Fridays for working on long-term strategy only.





Who do you currently work with? Are you sure that the people available in your network have what it takes to move the idea forward? Are there any white spots in the stake holder network surrounding the idea? Stakeholder maps help you identify white spots in your network, and visualize who you need to collaborate with in order to get innovation done.

Successful entrepreneurs often use a bird-in-hand strategy, meaning that they rather start with the available means than wait for a perfect opportunity. This means, for instance, that how they attack a challenge depends on who they know who can help them.

However, sometimes we just take personal relationships for granted without exploring how to make better use of these persons in our work. Also, we sometimes forget that extending our personal networks is not always hard—if we only know who to contact.

We suggest to use stakeholder mapping for both these purposes. Firstly, we need to get a good overview of where we stand. Who do I collaborate with today?

Secondly, we need to map out how our network should look in a desirable future. Who do I need to collaborate with in order to get innovation done?

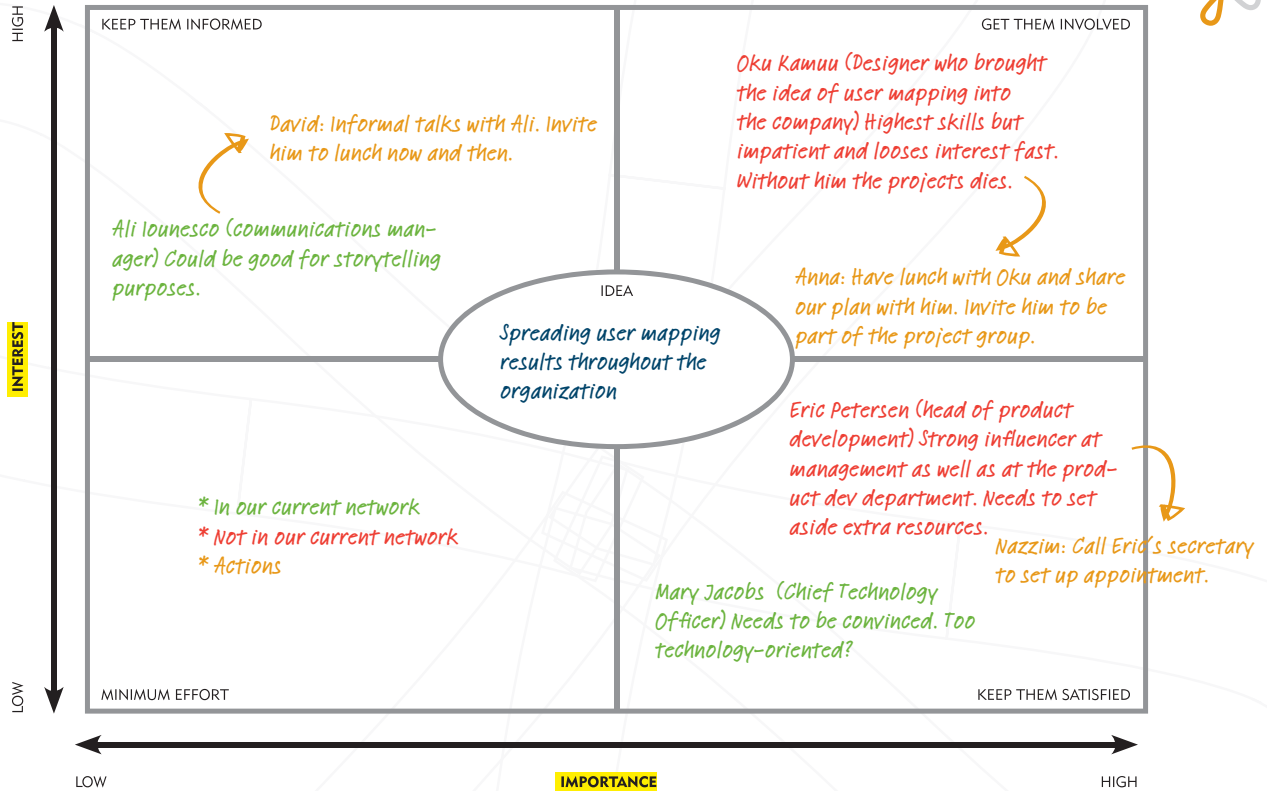
Instructions: Current Status (As-Is)

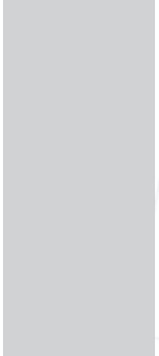
1. Identify the idea to be worked with and write the name of the idea in the middle of the template.
2. Identify potential stakeholders by addressing the dimensions suggested in the template and map the result in a relative scale, either using post-its or writing directly in the template. Remember that stakeholders exist inside the organizations as departments, colleagues and managers, as well as outside as customers, users, legislation, etc. Note down the reason for each stake holders involvement (money, need of knowledge, curiosity, etc.)
3. Reflect on the result. Write your observations in the note section of the work sheet.

Instructions: Future Status (To-Be)

1. Discuss the idea in light of your reflections and observations in the previous step. If needed, refine the idea according to your conclusions.
2. Identify stakeholders needed to get the innovation done, which are currently not in your network.
3. Compare the result with the “current status” map and discuss the actions needed in order to get the new stakeholders committed to your project. Note the actions in the work sheet.

STAKEHOLDER MAPS





SECTION 7

EPILOGUE





About the workshop

The MOVE Workshop, and this facilitation handbook, is based on a combination of findings from academic research at the US Defense Advanced Research Projects Agency (DARPA), Stanford University in the USA, and Lund University, merged with the facilitators' extensive hands-on workshop experience with a range of industry (e.g. aerospace, automotive, telecommunications), nonprofit, and government groups.

About the authors

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Susanna Bill, PhD Student, Innovation Engineering, Department of Design Sciences, Lund University. Former Head of Innovation at Sony Ericsson Mobile Communications AB.





Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality by Scott Branson, 2010. Branson writes about the need for modifying organizational habits, engaging a broader community, and developing leadership capability to transform vision into reality.

“The discipline of innovation” by Peter Drucker, 1998, Harvard Business Review, November-December, pp. 3-8. An HBR classic, this article explains that innovation is a mix of inspiration and hard work. Adapted from his book *Innovation and Entrepreneurship*, the father of modern management outlines several timeless recommendations on how to search for innovation opportunities.

Made to Stick: Why Some Ideas Survive and Others Die, by Chip Heath and Dan Heath, 2007. Good ideas often have a hard time succeeding, and the Heath brothers explain how to communicate ideas effectively so that people listen and care.

Switch: How to Change Things When Change is Hard, by Chip Heath and Dan Heath, 2010. The Heath brothers explain that for anything to change, someone has to start acting differently, and that involves uniting the rational mind and the emotional mind.

The Ten Faces of Innovation: IDEO’s Strategies for Defeating the Devil’s Advocate and Driving Creativity Throughout Your Organization by Thomas H. Dyer and Jonathan Littman, 2005. Tom Kelley helped IDEO grow from a small product design shop to a

renowned innovation firm. Written with Jonathan Littman, Kelly’s second book *Ten Faces* discusses the type of worker and the importance of team building, rather than the work environment, needed to build the right innovation culture.

The Back of the Napkin: Solving Problems and Selling Ideas with Pictures by Dan Roam, 2009. Drawing on twenty years of experience and the latest discoveries in vision science, Roam teaches readers how to clarify any problem or sell any idea using a simple set of tools. He shows that even the most analytical right-brainers can work better by thinking visually.

Effectuation: Elements of Entrepreneurial Expertise by Saras Sarasvathy, 2008. In this book, Sarasvathy explains that expert entrepreneurs focus on what they can do and do it, without worrying much about what they ought to do. They begin with who they are, what they know and whom they know.

Nudge: Improving Decisions About Health, Wealth, and Happiness by Richard H. Thaler and Cass R. Sunstein, 2008. The authors describe the concept of a “nudge”, an intervention that is easy and cheap to avoid, which alters people’s behavior in a predictable way without forbidding any options. It is a way of attempting to move people in directions that will make their lives better.



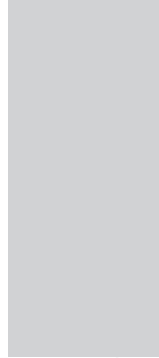
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The MOVE Workshop Facilitation Handbook is available for free download to individuals, companies, and organizations (both for-profit and non-profit) for internal development and general non-commercial purposes. To download, please visit: www.moveworkshop.com

Parties interested in applying the MOVE framework with additional facilitation support may contact Associate Professor Andreas Larsson for more details: andreas.larsson@design.lth.se

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SECTION 8

APPENDIX



KEY	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT
1. Overall, I would rate the workshop					
2. Degree to which workshop met my expectations					
3. Relevance of topics to my work					
4. Increased my understanding about these topics					
5. Sparked fruitful discussions of critical topics					
6. Led to meaningful questions and actions among participants					
7. Gained new methods/tools to develop or change my innovation approach					
8. Embodied the spirit of open innovation and long-term thinking					
9. Location and comfort of the program space					
10. Timing and duration of workshop session					
11. What will I do or think differently about as a result of this program?					
12. The most valuable sections, concepts, and/or exercises were:					
13. The least valuable sections, concepts, and/or exercises were:					
14. Additional comments/questions:					

Your comments and insights are important and will be used to influence next steps for action, as well as to modify future sessions. Thank you for your participation!

NAME

My name is

ROLE

My role is

BIAS

To me, radical innovation is

MOTIVATION

I am here today because

EXPECTATION

I expect to leave today with

NAMES, ROLES & EXPECTATIONS

CAPABILITY	LACKING	DEVELOPING	BASIC	ADVANCED	WORLD CLASS
RECRUITING	No formal procedures, unclear hiring criteria, ad hoc	Informal process, limited project management	Simple identification and selection procedures, department specific	Standardized hiring process, integrated with remaining organization	Global selection from internal and external sources, clear and consistent processes
IDEA GENERATION	Reactive to market opportunities	Executive intuition, reliant on periodic brainstorm	Themed ideation balanced between near and long term, simple tracking tools	Regular process that addresses and documents unmet needs, low end, and white spaces	Well understood planning and ongoing capture for current and future markets, engages network partners/users
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LONG-RANGE PLANNING	Focus on near and mid term opportunities	Ad hoc process based on industry forecasts	Dedicated group for long term planning, simple scenario planning	Regular vision setting integrated at corporate, market, and product levels	Cross-functional foresight planning, participatory decision-making with network
TREND FINDING	Isolated market scanning, limited data	Early monitoring system for market changes	Established trend indicators, balanced mix of online and other industry sources	Systematic tracking of multiple views, constant sweeping in related markets	Global trend scout network, quantitative and qualitative measures
OPEN INNOVATION NETWORKS	Weak engagement of external partners and outside experts	Inconsistent experimentation with network (e.g., crowd-sourcing, competitions)	Clear network engagement rules and incentives	Single innovation hub with internal and external members	Distributed decision making among network aligned to innovation goals
TECHNOLOGY ROADMAPING	Ad hoc planning, short term trouble-shooting	Periodic planning, clear technical drivers and requirements	Established planning horizon aligned with innovation goals and product lifecycle	Disciplined process with technology alternatives and ongoing post mortems	Cross-functional planning, integrated change management
USER TESTING	Internal testing only	Sporadic user feedback sessions	Clear user and test criteria, integrated feedback into R&D process	Standardized procedures, multiple testing cycles with pre-tests	Methodology with formal and exploratory user tests
R&D PORTFOLIO MANAGEMENT	No tracking of resource utilization, arbitrary assignment	Resource tracking with standard allocations	Consistent stage-gate process, clear decision criteria	Proactive management of constraints, global project management	Synchronized resources and workflow across organization and external partners

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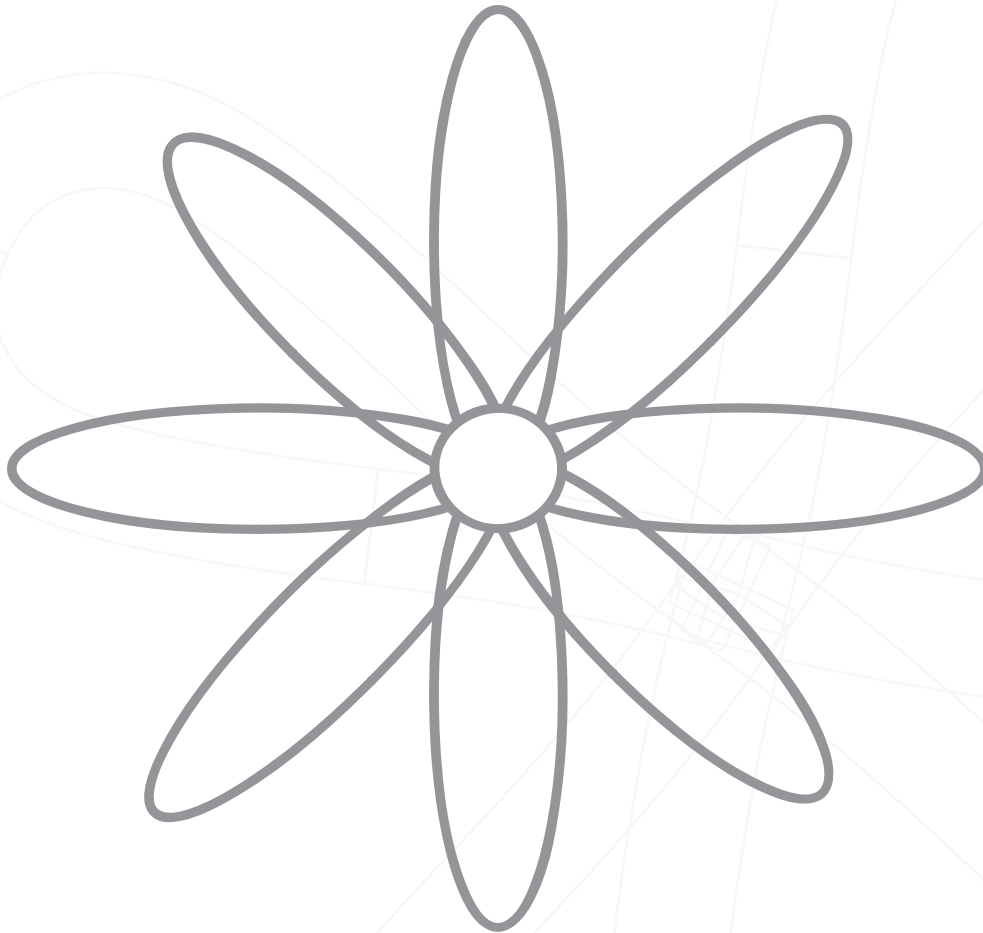
Which capability do you want to address first? Perhaps you don't know exactly where to start because your organization has multiple areas that need improvement. Or perhaps you would like to evaluate a short list of capabilities more objectively and systematically before final selection.

Here is a fast benchmarking exercise that lets you rank a set of common innovation capabilities in terms of their maturity. Please refer to the preceding page for capability definitions.

Instructions

1. Pick the capability you would like to focus on within your group or organization. Or you may evaluate multiple capabilities to compare.
2. Using the 5-point scale, please circle or mark the current stage of development for this capability. The overall scoring will help you identify the maturity state today.
3. For each capability, now circle the stage that you would like to advance that capability to, given the target planning timeframe and potential benefits.
4. Next draw an arrow between the two stages you have selected in each row. This arrow represents the development journey you must take.

CAPABILITIES MATRIX



Context Maps™ capture emergent conversation themes in complex problems to show integrated context.

A Context Map advances the work of the usual idea generation tools, such as brainstorming and mind mapping. The goal of brainstorming is to generate as many ideas as possible, and no focus is required. In contrast, a Context Map lets you begin converging on the top themes or dimensions of a particular topic or opportunity space. Why eight dimensions to a Context Map? You have enough to capture the problem's complexity, yet not too few to lose sight of what is important.

Instructions

1. Agree on a broad topic or opportunity area your team wants to pursue. You set the scale of topic. Very broad topics may require several iterations.
2. Draw the outline for eight dimensions.
3. Then, start talking with your team about your topic, noting any salient dimensions as they arise. Points of intense discussion or even disagreement are good to include in your context map.
4. Note side topics and connections around your Context Map. At times, you may jump to create a tangential or different Context Map. That is great association.

CONTEXT MAP™



CONSTRAINT + MOTIVATION (We can't do X, because of Y.)

We can't

because

CONSTRAINT + MOTIVATION (We must do X, because of Y.)

We must

because

IMAGINED CONSTRAINT (What would happen if X was true?)

What would happen if

?

Thinking that anything is possible is an important mindset to unleash creativity. At the same time, seemingly endless possibilities can also lead to paralysis and inaction. One of the reasons is a lack of a specific focus. Starting from a blank slate can be very demanding, and using constraints as enablers can help you create progressively clearer targets.

Jazz musician Charlie Mingus once said "You can't improvise on nothing, man; you've gotta improvise on something", and that approach is also relevant when facilitating thorough explorations of difficult challenges.

Instructions

1. Each team member fills out a template with the three constraint statements. Focus on being highly specific with what you can't or must do, and why that is the case. For the imagined constraint, do not hesitate to challenge the "established truths" of your organization.
2. Work in teams to annotate and clarify each constraint statement and motivation. Ask "Why?" at least five times to uncover the core issues.

ENABLING CONSTRAINTS



The image shows a template for a visual prototype. It consists of five main sections arranged in a grid-like fashion:

- NAME:** A horizontal rounded rectangle at the top left.
- TAGLINE:** A horizontal rounded rectangle at the top right.
- SKETCH:** A large central rounded rectangle for drawing.
- PROS:** A vertical rounded rectangle at the bottom left.
- CONS:** A vertical rounded rectangle at the bottom right.

Making quick sketches of your ideas (products, services, work practices, methods, experiences, behaviours, or just about anything that you aim to create) will allow both you, your design team, and prospective users to react on your ideas and give feedback that will enable you to take the idea forward.

Keep in mind that making it visual is not all about aesthetics and detailed illustrations of imagined final products, it is about helping people connect to your ideas in ways that are not possible only through verbal communication.

Instructions

1. Work in teams to create visual prototypes of new value-focused work practices.
2. Make sure that each visual prototype has the following features: (a) a sketch that symbolizes the main idea, (b) a memorable name, (c) a tagline or slogan, and (d) a set of "Pros" (key benefits). Leave the "Cons" (potential for improvement) for later.
3. Each team selects one prototype to present to the other teams.
4. The teams that are not presenting provide feedback after each presentation in the form of "Pros" (key benefits) and "Cons" (potential for improvement).
5. One member from each team stays with their prototype to ensure carry-over of design rationale. The other members rotate between teams.
6. The new teams are given the task to improve further on the "Pros" and eliminate the "Cons" of the previously presented concept.
7. Make sure to document each iteration of the concepts to allow for scanning and distribution of prototypes.

VISUAL PROTOTYPE

When this happens:

...I will do this:

When this happens:

...I will do this:

Instructions:

What kind of action triggers would you like to devise to increase the chance of implementing value-focused practices? What is the time and place that you are going to act differently?

One effective way of getting things done is to set up an action trigger: a decision to execute a certain action (e.g. write on a project plan) when you encounter a specific situational trigger (e.g. after the weekly meeting). Going to the weekly meeting simply triggers the next action, without conscious deliberation.

One suggestion is to fill out a copy of each action trigger prototype and hand it to a workshop facilitator or a colleague. Ask them to follow up progress within a few days or weeks.

ACTION TRIGGER PROTOTYPES

My next step is to:

I will start this habit:

My next step is to:

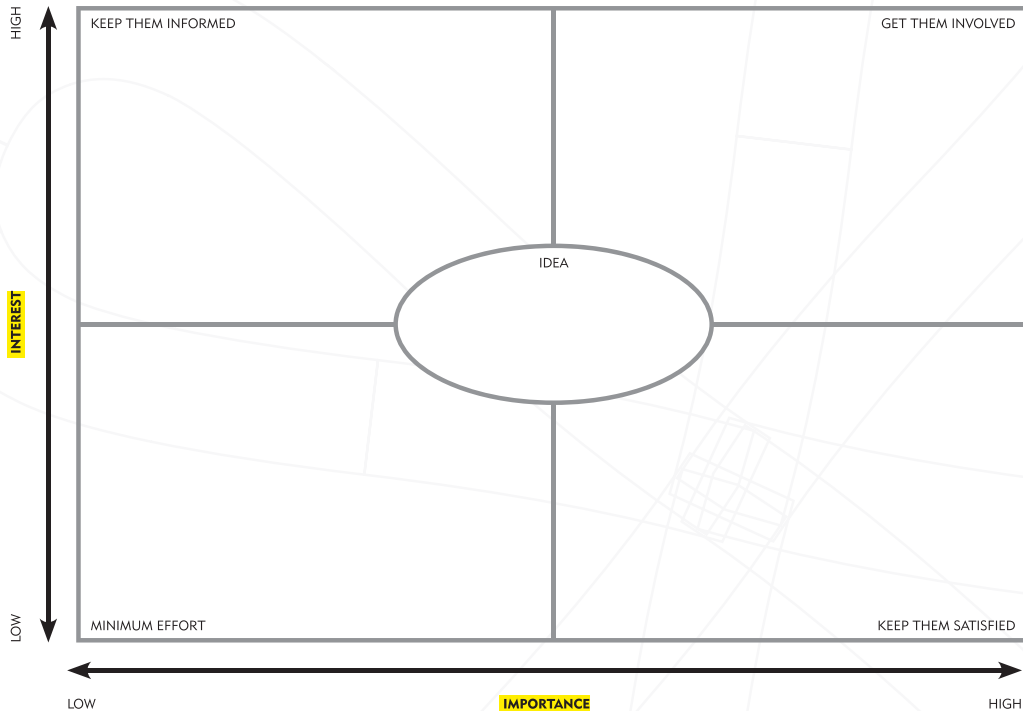
I will start this habit:

Instructions:

What can you do as an individual to make sure that you start making steady incremental progress, rather than wait for a big leap? What kind of routines can you create that will help you avoid postponing tasks. What can you do today to start creating change? What will you do differently on Monday?

Grand long-term visions are important, but without commitment to action, they can also cause procrastination and paralysis. It is often difficult to know where to start on ambitious tasks, so we often postpone them to a “better day”. There is no better day than today to take the next step.

One suggestion is to fill out a copy of each commitment prototype and hand it to a workshop facilitator or a colleague. Ask them to follow up progress within a few days or weeks.



Instructions: Current Status (As-Is)

1. Identify the idea to be worked with and write the name of the idea in the middle of the template.
2. Identify potential stakeholders by addressing the dimensions suggested in the template and map the result in a relative scale, either using post-its or writing directly in the template. Remember that stakeholders exist inside the organizations as departments, colleagues and managers, as well as outside as customers, users, legislation, etc. Note down the reason for each stake holders involvement (money, need of knowledge, curiosity, etc.)
3. Reflect on the result. Write your observations in the note section of the work sheet.

Instructions: Future Status (To-Be)

1. Discuss the idea in light of your reflections and observations in the previous step. If needed, refine the idea according to your conclusions.
2. Identify stakeholders needed to get the innovation done, which are currently not in your network.
3. Compare the result with the "current status" map and discuss the actions needed in order to get the new stakeholders committed to your project. Note the actions in the work sheet.

STAKEHOLDER MAPS

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