DESIGN THINKING FOR INNOVATION

Nine Dot Puzzle

Empathy Map

Categorize the learnings from your interview.

Thinks & Feels:

How do they think about their hopes and fears?

Hears:

What might they be hearing in the opportunity space?

Sees:

What do they see in the opportunity space?

Say:

What do they say in the opportunity space?

Do:

How are they acting in the opportunity space?

Build a Persona

Age:

Location:

Job Title:

Family:

Goals:

Attitudes:

Behaviours:

Motivations:

Rewards

Creativity

Social Status

Fear

Personal Growth

Other:

Ideation

INSIGHT

respond to what we know about the challenge so far

Asset - how can existing assets be used in new ways?

Artifact - what close-ups give insight into their personal story?

New constraint - how do ideas change if a new constraint is applied?

How might we... - a simple phrase to turn any insight into a prompt.

Powers of 10 - what does this idea look like at *$0.10, $10M* or *one patient, ten patients* and everything in between.

ADJACENT

similar but different to the challenge at hand

Analog - how do similar companies/industries/people solve this problem?

Bad to good - what good aspects can be extracted from a bad idea?

Metaphor... - compare unlike objects to help inform a new direction. *(ie. what happens if you think of the waiting room as a shopping experience?)*

Stakeholder swap - what happens when you look at the situation from another persons' shoes?

Biomimicry - what can we learn from nature?

DISRUPTIVE

reframe the way we're thinking about the challenge

Big brand - how would company X solve the problem?

Experience audit - how can a unique experience inspire new ideas?

Heuristic - how do different characteristics come together to form a new idea?

Pass the idea - what happens when each team member adds a new aspect to the idea?

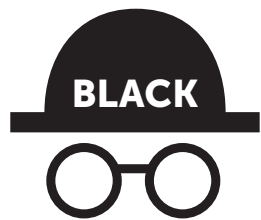**Mashup** - what happens if you combine ideas together?

Six Thinking Hats

Process
BLUE
- Big picture
- Direction
- Planning for action

Creativity
GREEN
- Ideas
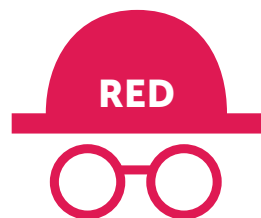- Alternatives
- Possibilities

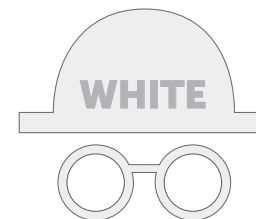## Cautious
BLACK
- Difficulties, weaknesses, dangers
- Downsides
- Risks

Benefits
YELLOW
- Positive
- Optimism
- Goodness

Feelings
RED
- Emotion
- Feelings
- Intuition, hunches, gut instinct

Facts
WHITE
- Information
- Data
- Neutral and objective

Source: De Bono, 1992

Six Thinking Hats

	think about...	comments
GREEN Idea...		
BLUE Process		
BLACK Cautious		
WHITE Facts		
RED Feelings		
YELLOW Benefits		

10 Personas for Innovation

Tom Kelley described 10 personas that we can cultivate to foster innovation in our teams. Like De Bono's Six Thinking Hats, these are not necessarily permanent characteristics of team members (although in some cases they may be), but rather personas that we can adopt as individuals and on our teams to help see different perspectives and propel ideas forward.

ANTHROPOLOGIST	• Observes human behaviour with an open mind and harnessing instincts to develop hypotheses about the emotional underpinnings of observed human behaviour. • Brings new learning and insights and develops a deep understanding of how people interact physically and emotionally with products, services and spaces. • Sees every day experiences as opportunities to observe and apply their learning to provide fresh perspectives.
EXPERIMENTER	• Pushes and prototypes new ideas, learning from a process of enlightened trial and error. • Makes ideas tangible and visible in a short time frame. • Tests based on a series of calculated risks.
CROSS-POLLINATOR	• Explores and incorporates elements from other industries and cultures. • Creates something new by unexpectedly combining unrelated concepts or ideas. • Translates complex jargon from research or academic settings into plain language and insights that everyone can understand. • Breaks down silos across industries and organizations.
HURDLER	• Demonstrates a knack for overcoming and outsmarting roadblocks that block innovation. • Sees constraints as a challenge to overcome rather than a barrier to success. These are the frugal innovators who can innovate on a shoestring budget.
COLLABORATOR	• Helps bring eclectic groups together to create cross-functional teams. • Leads from the middle of the pack to create new combinations and multidisciplinary solutions. • Excels at turning opposition into a positive force. • Coaxes people out of silos and creates the space for them to work together to create something that is richer as a result of the collaboration

10 Personas for Innovation

DIRECTOR	• Gathers together a talented cast and crew and also helps to spark their creative talents. • Gives center stage to others. • Expects and weathers unexpected hardships along the way. • Shoots for lofty goals.
EXPERIENCE ARCHITECT	• Designs compelling experiences that go beyond mere functionality to connect with customers' latent or expressed needs at a deeper level. • Sets the stage for positive experiences through products, services and events. • Works to turn the ordinary into something distinctive based on the customers' values.
SET DESIGNER	• Recognizes that space plays an important role in team performance. • Creates a stage on which team members can do their best work. • Transforms physical environments into powerful tools to influence behavior and attitude. • Considers the importance of balancing shared space, giving people room to collaborate and also privacy for personal work.
CAREGIVER	• Delivers customer care beyond mere service. • Understands that service innovations come in all shapes and sizes. • Recognizes that great service is about knowledge and empathy.
STORYTELLER	• Builds both internal morale and external awareness through compelling narratives that communicate a fundamental human value or reinforce a specific cultural trait. • Understands the power of authentic and entertaining stories in striking an emotional chord and creating a vocabulary for change.

Forcing New Associations

Unsolved Problem	Unrelated Random Item or Idea	Potential Associations

SCAMPER

SCAMPER CHALLENGE:	
Substitute	
Combine	
Adapt	
Magnify, minimize, modify	
Put to other uses	
Eliminate	
Reverse, rearrange	

Brain Writing

Write 3 of your favourite alternatives in the first row, then pass it to a different person to build on your ideas in the row below. Repeat this as many times as you like!

Reflect On Your Idea(s)

Filter your idea through the lens of your Persona(s).

Must Haves:

Should Haves:

Nice to Haves:

What Worked?

What can be improved?

Questions?

Ideas!