DIGITAL ACADEMY PRACTICUM

May/June 2019

Let's begin

What can you cook?
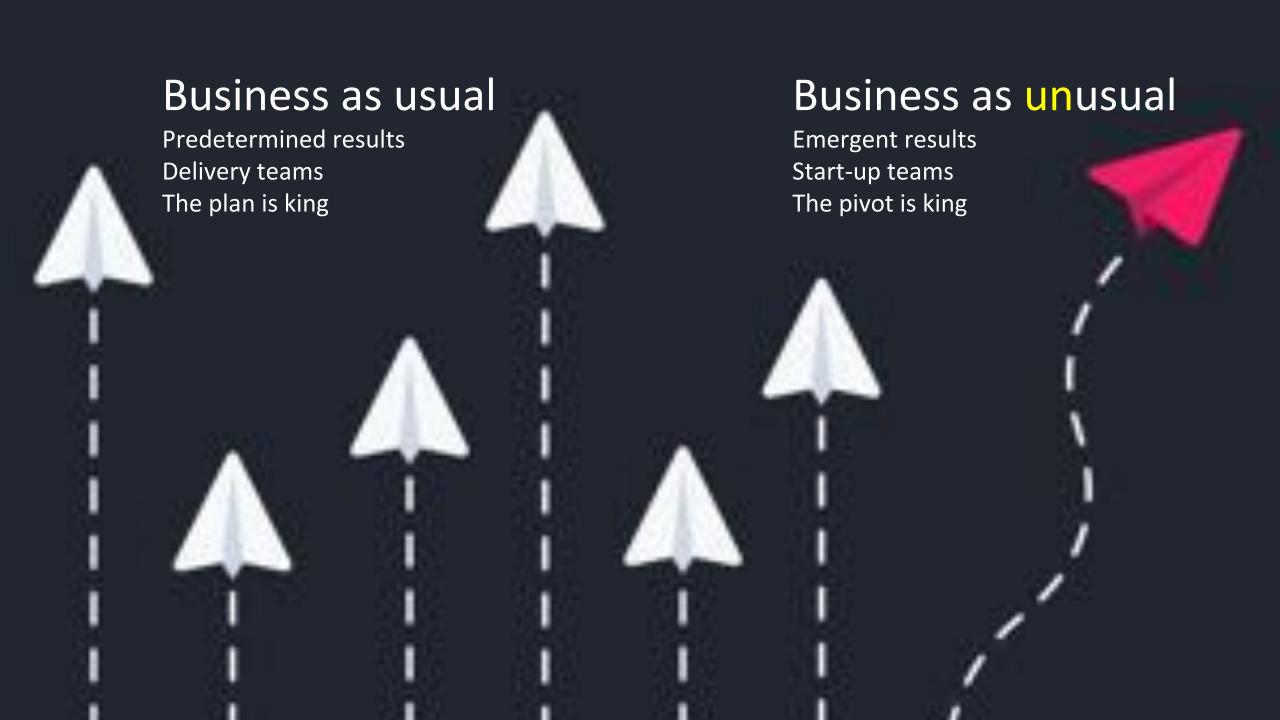In teams / 5 minutes

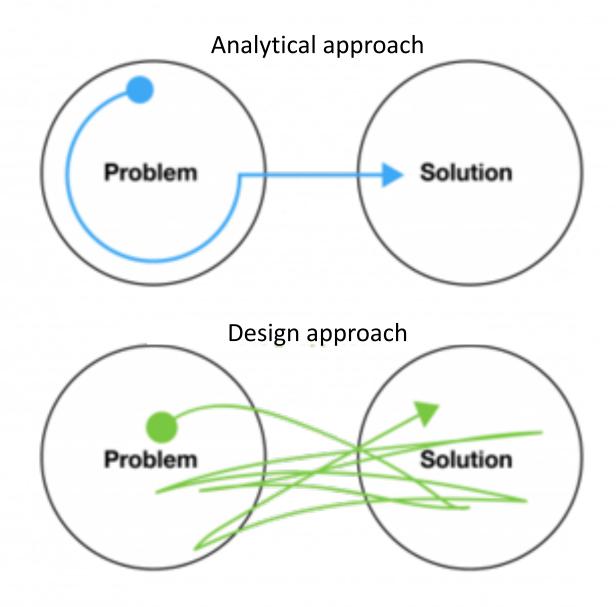We're going to get you to cook

To create something new

useful + delightful

Business as usual

Predetermined results
Delivery teams
The plan is king

Business as unusual

Emergent results
Start-up teams
The pivot is king

Analytical approach

Problem

Solution

Design approach

Problem

Solution

This is not a linear process

You can go back
You will have to

The practicum will be successful if...

The three big leap-of-faith assumptions that we want to test

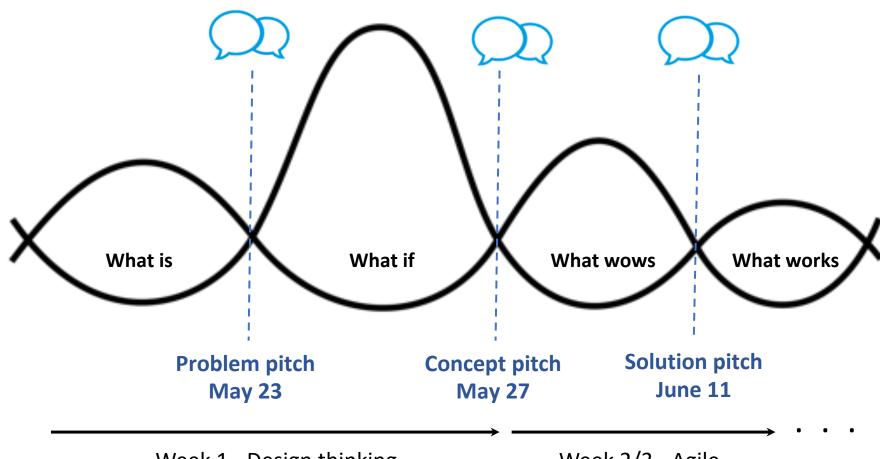Learners will experience putting theory into practice

Design thinking & Agile will work well together

Teams will make progress towards good solutions
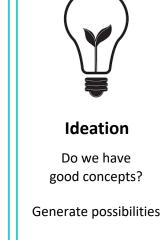
Milestones for the 3 weeks

Designing for Growth, Jeanne Liedtka and Tim Ogilvie.

Possible paths towards a solution

Team speed will vary. You have to earn your way forward.

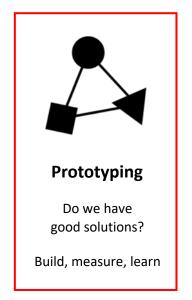| **Problem Framing**	**Problem Framing**	**Ideation**	**Problem Framing**	**Ideation**	**Prototyping**
Do we have a good problem?	Do we have a good problem?	Do we have good concepts?	Do we have a good problem?	Do we have good concepts?	Do we have good solutions?
Frame and reframe	Frame and reframe	Generate possibilities	Frame and reframe	Generate possibilities	Build, measure, learn

Path 1
We all start here

Path 2
Successful problem pitches move on
Coaches help teams catch up (slow lane)

Path 3
Successful concept pitches move on
Coaches help teams catch up (slow lane)

Week 1 Schedule

Setting the table
Own the process

Tuesday	Wednesday	Thursday	Friday		Monday

Problem space ———→ ———→ Ideation space ———→

Poking your problem
Preparing questions

What's in our pantry?

1. Curiosity (vs certainty)
2. Optimism (vs defeatism)
3. Developmental mindset (vs fixed)
4. Rock the boat (vs make no waves)

What ingredients will you bring to your team?

Strengths and edges

How are you wired?

- Unconscious conditioning
- Source of joy vs competence
- Individuals, groups and organizations
- Adaptability not well roundedness

What kind of creative problem solver are you?

Implementer

Gets things done

- Values action and concrete / measurable results
- Doesn't need everything / just wants to "get there"
- Enthusiastic but impatient / adapts easily
- Dislikes apathy / gets others on board

Optimizer

Transforms ideas into solutions and plans

- Analytical thinker that invents workable / practical solutions
- Finds the critical few factors to handle well defined problems
- Likes to converge (evaluate to identify the best options)
- Dislikes ambiguity / sees little value in "dreaming"

Generator

Gets things started

- Explorer that finds new problems / opportunities
- Brings different / fresh perspectives to challenges
- Like to diverge (create options rather than evaluate)
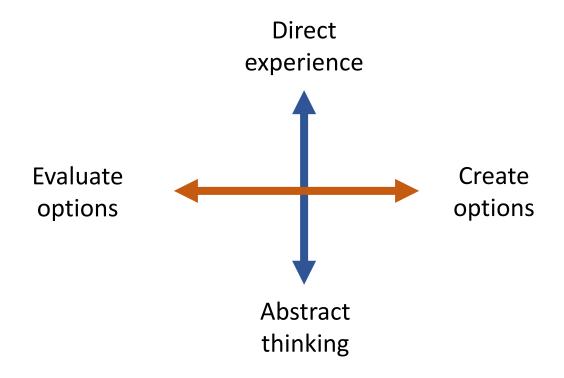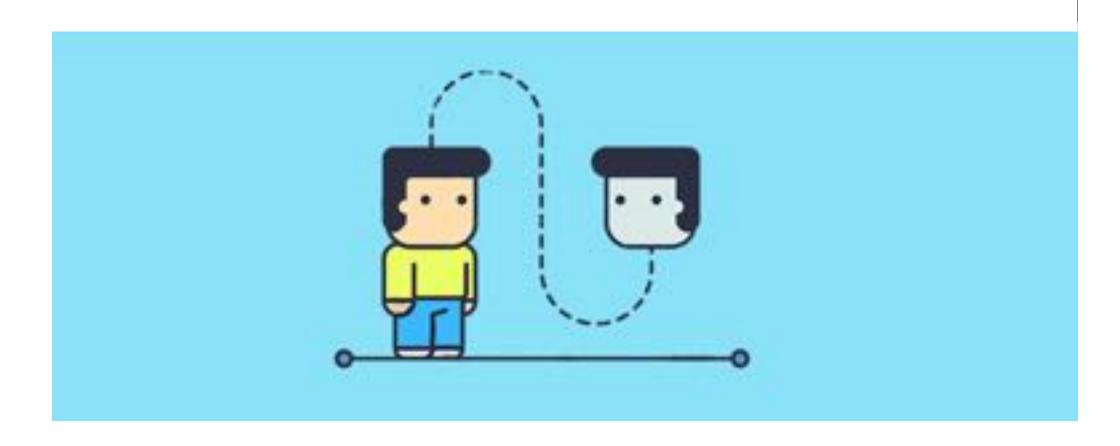- Enjoys ambiguity and keeping all options open

Conceptualizer

Puts ideas together

- Abstract thinker that has a high appreciation for ideas
- Creates new insights that contributes to problem definition
- Crafts clearer understanding and links issues to big picture
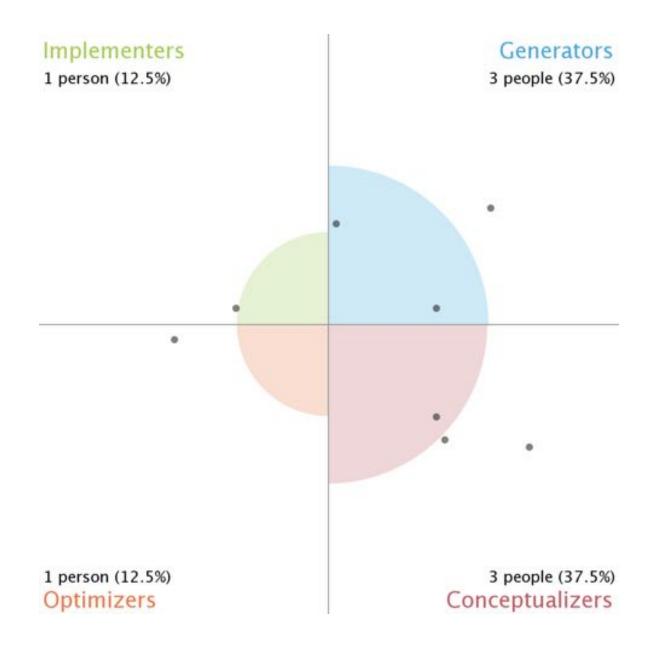- Not overly concerned with moving to action fast

https://www.basadurprofile.com/

IT'S HOW WE GAIN AND USE KNOWLEDGE

Direct experience

Evaluate options ⟷ Create options

Abstract thinking

https://www.basadurprofile.com/
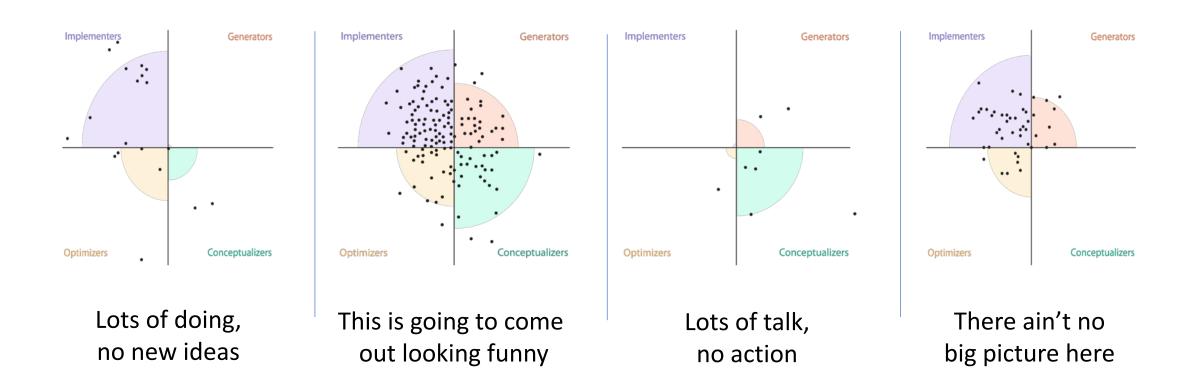
Your strategic advantage: awareness

Implementers
1 person (12.5%)

Generators
3 people (37.5%)

1 person (12.5%)
Optimizers

3 people (37.5%)
Conceptualizers

What kind of case study is your team?

Lots of doing,
no new ideas

This is going to come
out looking funny

Lots of talk,
no action

There ain't no
big picture here

Pay to play

What POSSIBILITY do you plan to stand for that would constitute a major shift or risk for you?

What PROMISE are you willing to make to your team without any expectations of return?

Community. The Structure of Belonging, Peter Block

Pick your problem
Noon hour to trade

Tuesday pm

INNOVATION CHALLENGE

You own an upscale neo-luxury health club. As part of the membership perks, each of the 40 shower stalls is stocked with a bottle of very expensive, salon-only shampoo. The customers love it and rave about it. The front desk sells the bottles. Unfortunately, bottles disappear from the showers all the time. In fact, theft rate is 33%, presenting a costly situation. You've tried reminders, penalties, and incentives to try and reduce theft, but nothing so far has worked. You do not want to discontinue or alter the shampoo offering in any way—one bottle of the current brand per stall must not change. You want the problem solved within the guidelines:

- Theft must be 100% eliminated
- Any solution must be one of zero cost
- No burden on the patron

Mind of the Innovator, Matthew May
https://changethis.com/manifesto/37.01.MindInnovator/pdf/37.01.MindInnovator.pdf

Problems

They are becoming more WICKED – harder to figure out and more resistant to what we keep throwing at them.

Impact. Six Patterns to Spread Your Social Innovation, Al Eltmanski.

Problems and people

Creative people do the hard work of discovering the most promising, unique possibilities in problems that aren't clear.

Less creative types narrow down the definition of the problem right away to have the comfort of starting in the known.

Little bets. How Breakthrough Ideas Emerge from Small Discoveries, Peter Sims.

Framing problems

Framing means "*to make ready for use*".

The goal of framing is to make room around the problem, to give people a way of looking at it so that they start working with it.
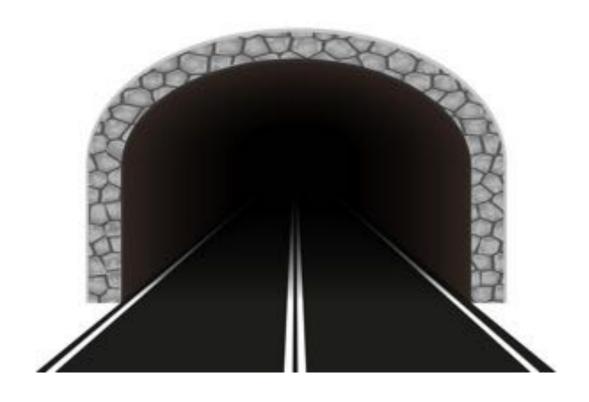
Reframe. Shift the way you work, innovate and think, Mona Patel.

Your first job

Fall in love with the problem,
not just with the solution

Beware of solution seduction.
Drive with the brakes on.

For every complex problem, there is a solution that is clear, simple and wrong.

H.L. Mencken

Your second job

Produce just enough clarity so you can start exploring what the true problem might be

Reframe. Shift the Way You Work, Innovate and Think, Mona Patel.

Your third job

Understand the nature of the problem you're tackling

TECHNICAL PROBLEMS

- Easy to identify, hard to deny
- Lend themselves to quick, easy solutions
- Authorities and experts do the work
- Require change in part of the system, in a few places
- People are receptive to solutions
- Solutions can be implemented quickly

ADAPTIVE CHALLENGES

- Difficult to identify, easy to deny
- Requires deep change in values, mindsets
- People with the problem do the work
- Require change in whole system, in many places
- People resist diagnosis and solutions
- Solutions take time, emerge gradually

The Practice of Adaptive Leadership, Ron Heifetz, Alexander Grashow and Marty Linsky.

Spotting an adaptive challenge

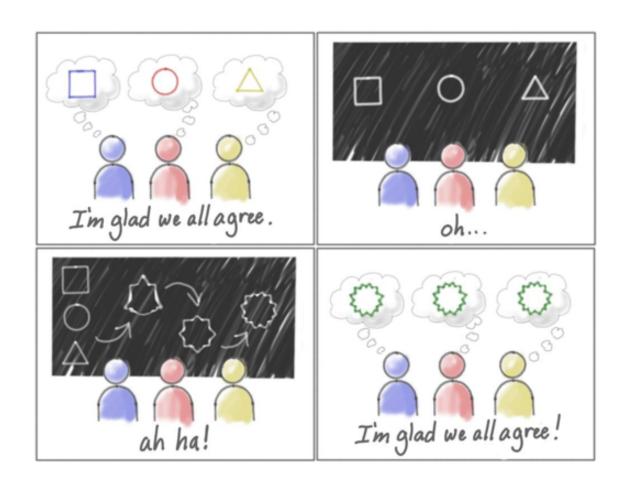**There is a big, increasing gap between aspirations and reality**
The language of complaint and blame is increasingly being used

There is a feeling that the current repertoire of skills is inadequate
Previously successful experts and authorities struggle the problem

Difficult, new learning is required at all levels of the organization
The levels of frustration, stress, resistance, failure and fear are up

A longer time frame is necessary to understand and solve the problem
The problem festers and reappears after a short-term fix is applied

A sense of crisis is starting to be felt; semi-conscious panic is in the air
Increasing tensions set the stage for wanting to risk something new

The Practice of Adaptive Leadership, Ron Heifetz, Alexander Grashow and Marty Linsky.

Your fourth job

Talk so you can move from unseen misunderstanding to shared understanding

User Story Mapping, Jeff Patton and Peter Economy.

Questions are the new answers

Hard problems resist discovery and make us work. The quality of our answers depends on the quality of our questions.

Many organizations suffer from a lack of curiosity that leaves people with simplistic, linear and non-contrarian solutions.

Little bets. How Breakthrough Ideas Emerge from Small Discoveries, Peter Sims.

Poke your problem

YOU & YOUR TEAM

- What is your initial / gut reaction to the problem?
- What does this tell you about what you need to aware of to understand the problem (defaults)?
- What is your degree of hope and motivation?
- What is your biggest fear now?

THE PROBLEM

- What aspects of the problem point to an adaptive challenge? Which parts are technical in nature?
- What motivated the system / solution leaders to put that problem on the table?
- How could users / stakeholders view this problem? How could their views be different?
- What don't you know but need to find out?

Introduce your problem

- First impressions
- Hopes and excitement
- Concerns and fear

What are the crucial questions you need to ask to get more clarity?

Solution leader + 2 stakeholders