INNOVATION LEADERSHIP BOARD

# Context Map

*Context Maps are a rapid creativity & analysis tool that enables you to lead a collaborative conversation.*

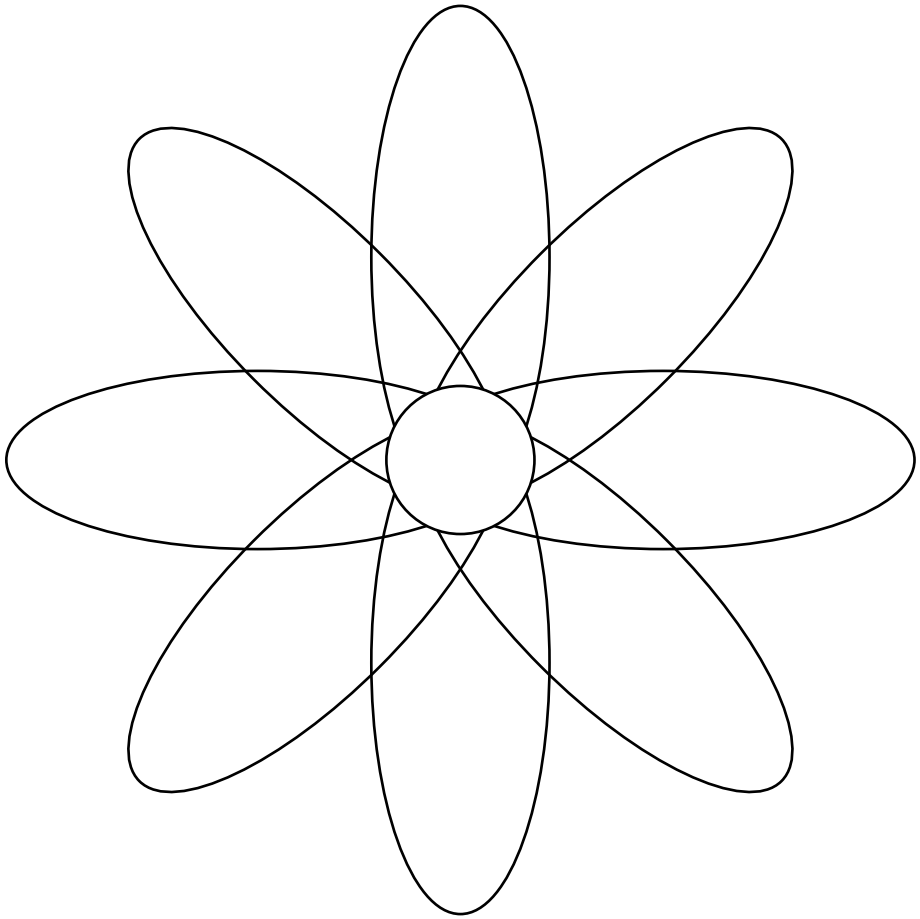
1. Bring your team together and ask them to name the eight most significant features of the problem, as it's initially understood.

2. When a team member names a significant feature, ask the other members to expand on that idea. Write the feature in one of the petals, and feel free to make notes around the petal.

3. As the person with the pen, consider asking another team member to jump on, grab the pen from you, and act as the provocateur and recorder.

4. When you hear a team member toss out a feature, for example, 'Cost!,' help the team discuss the various aspects of the issue being captured. "Do you mean price? The cost to us  or to the customer? Do we measure this with money or time?" Make notes around the petal and be willing to cross out the first version you wrote and replace it.

5. Finish filling in the petals. If it doesn't look "right," do another!



Expert Edition—While brainstorms can often head down rabbit holes (where a team chases small details around one topic), setting the initial goal to capture "the eight most significant features" often leads to a team completing the petals quickly. You can then focus on details or build a 2nd map to iterate.

INNOVATION LEADERSHIP BOARD

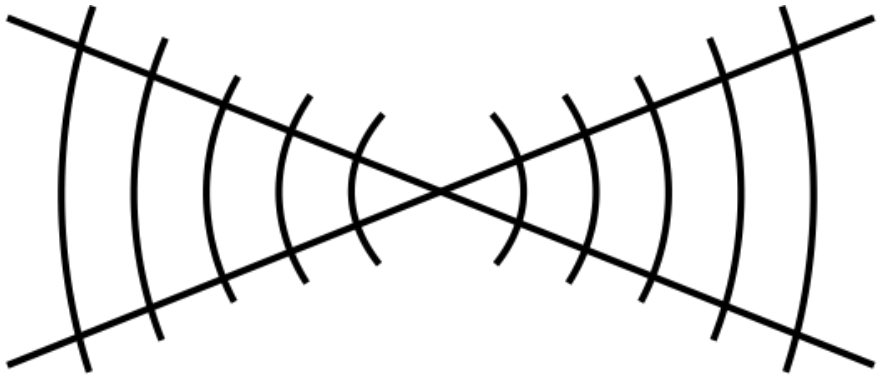
# Janus Cones

*Janus Cones looks backwards and forwards in time to identify the timing of historical events and how timing affects potential future events.*

1. Draw an open cone facing left toward the past. The right point represents today.
2. Talk about what has happened or changed (touch points) leading up to today's views and assumptions for your topic. Identify major points in time, such as a company founding or technology discovery. Plot these data points inside the cone, placing earlier ones further back in time than more recent points.
3. Now draw appropriate time markers under the cone, such as "1990s" or "2000," to help you cluster and organize data points by time period.
4. Draw corresponding time arcs to those dates. These arcs will be vertical.
5. Add more data points so that you complete your team's knowledge and fill in all time periods as much as possible.

***Questions for team discussion***

- *How far back in time do your Janus Cones go? Why to that point in time?*
- *If you overlaid your Progression Curves on the Janus Cones timeline, did anything surprise you?*
- *Did you try adding events that changed society's attitudes (such as the British Invasion) or had long-term effects (such as the dot-com bubble)?*
- *Who can you contact to fill in gaps in your map?*



| Category | Example Touch Points |
|---|---|
| Company | • Company founding<br>• Product launch<br>• Partnership deal<br>• Management change<br>• Revenue milestone |
| Nation | • Government change<br>• New treaty<br>• Economic event<br>• Major historical event<br>• Sporting achievement |
| Society | • Popular movie<br>• Science fiction book<br>• Major cultural event<br>• Cultural attitude or belief |
| Technology | • Invention<br>• Product adoption |
| Personal | • First purchase<br>• Major life decision<br>• Family memories |

Skills Worksheet

# Progression Curves

*Progression Curves provide a framework for discussing and analyzing the changes in your problem space.*

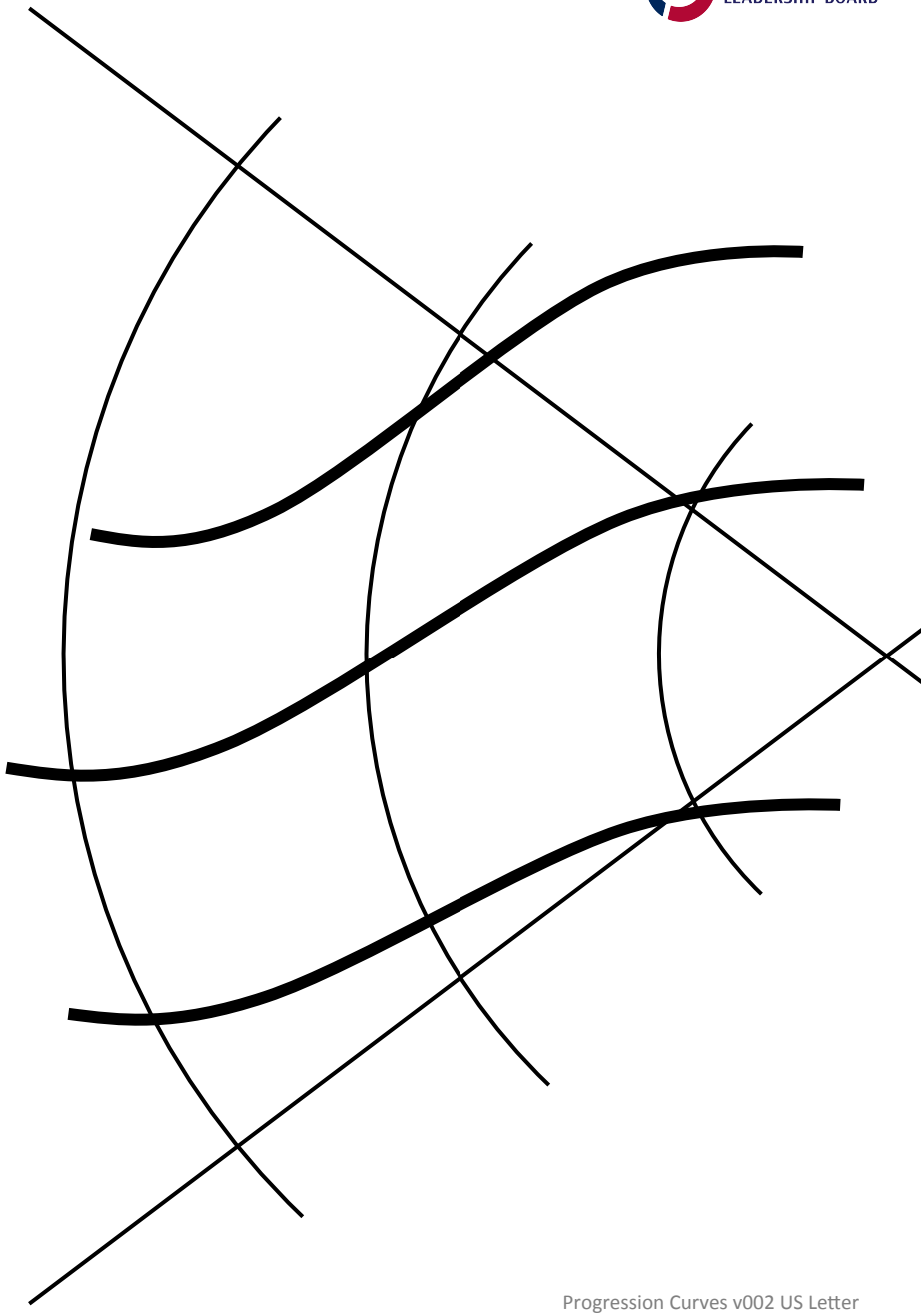
1. Starting with what your team perceives are the most important features of your problem, ask them to choose one that seems to be changing most rapidly.

2. Write the name of this rapidly changing feature on one of the curves. Then ask your team to begin discussing what's been changing, adding notes to the curve. Questions include:
- "What are major products released in this space?"
- "When was our customer one the cover of that magazine?"
- "When did that company hit their big adoption milestone?"

3. During discussion of the changes on your first curve it's inevitable you'll begin to take the feature apart. "Sure, the iPhone was important, but let's not forget how iTunes gave the iPod a critical feature...and Apple wasn't the first there!" Draw a 2nd line nearby the first and begin capturing the change in that space.

4. When the dialogue slows, pick another major feature and build another curve! Try capturing all of the major features in your problem space on the map!

Expert Edition—Create a wall-sized version of the change map (try starting on a wall using butcher paper to save time!) and place it in the center of your team space. You'll be amazed at how it creates an ongoing dialogue—"I just read an article we need to place on our map!"



# Generational Arcs

*Generational Arcs help you track, analyze and discover market changes, including potential disruptions*

1. Select a region—city, state, country, region—that houses our customer base, current or one we're considering entering.

2. Find a credible source of population records to draw a demographic curve. Shade in the three phases of life.

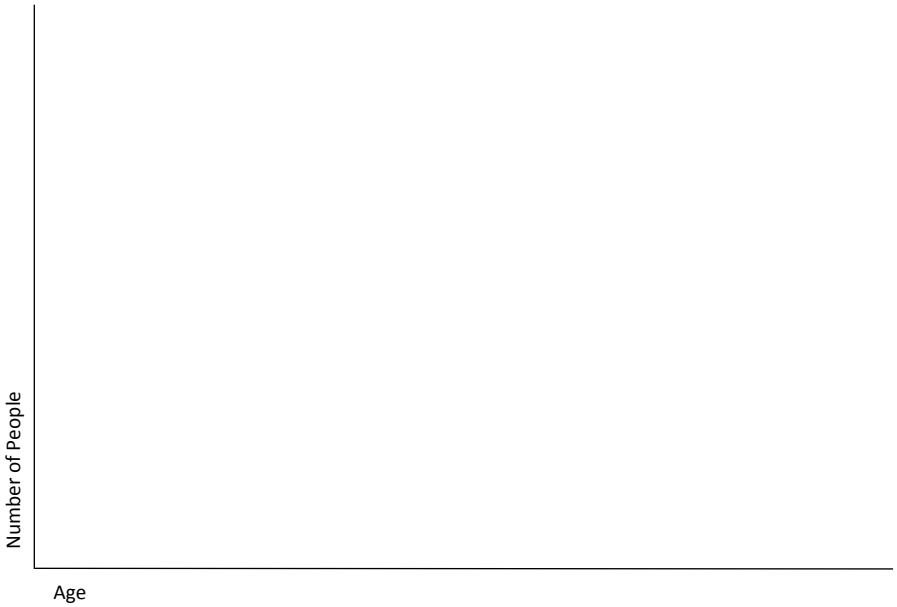
3. Map the generations using the language and timing specific to the region. Mainstream newspapers are good sources.

4. Begin capturing the values, beliefs and attitudes that each generation share. What historic events changed their lives? What products were new to their generation? How are they perceived in comparison to the other generations?

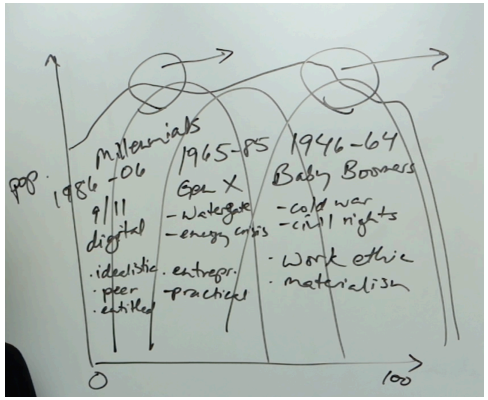
5. For our customers, current or potential, ask:
a — What phase of life are they entering next and what changes are they likely to make as they enter this next phase?
b — How are they different than the prior generation based on personal history and the technologies they grew up with?
c — Looking at our existing customers, are we seeing a rise in potential customers? Is our market instead shrinking?
d — Is there a youth dividend we should be addressing?
e — If we target an aging market, how can we learn more about addressing the needs of customers as they age?

Expert Edition — How can we begin tracking new information we collect on this potential market? Where can we find expert opinions or insights into the changes occurring in the potential market? Turning to our existing or perceived customer, where do they fit in the potential market we've captured?

## Generational Arcs for a potential market




On the right: Sample Gen Arcs for U.S. This is early in the process after the team has an outline of the major generations (step 3). Next steps are to dig into data (steps 4 & 5).



Skills Worksheet

# Future User

*The Future User models our future customer based on what will (and will not) change from today's customer.*

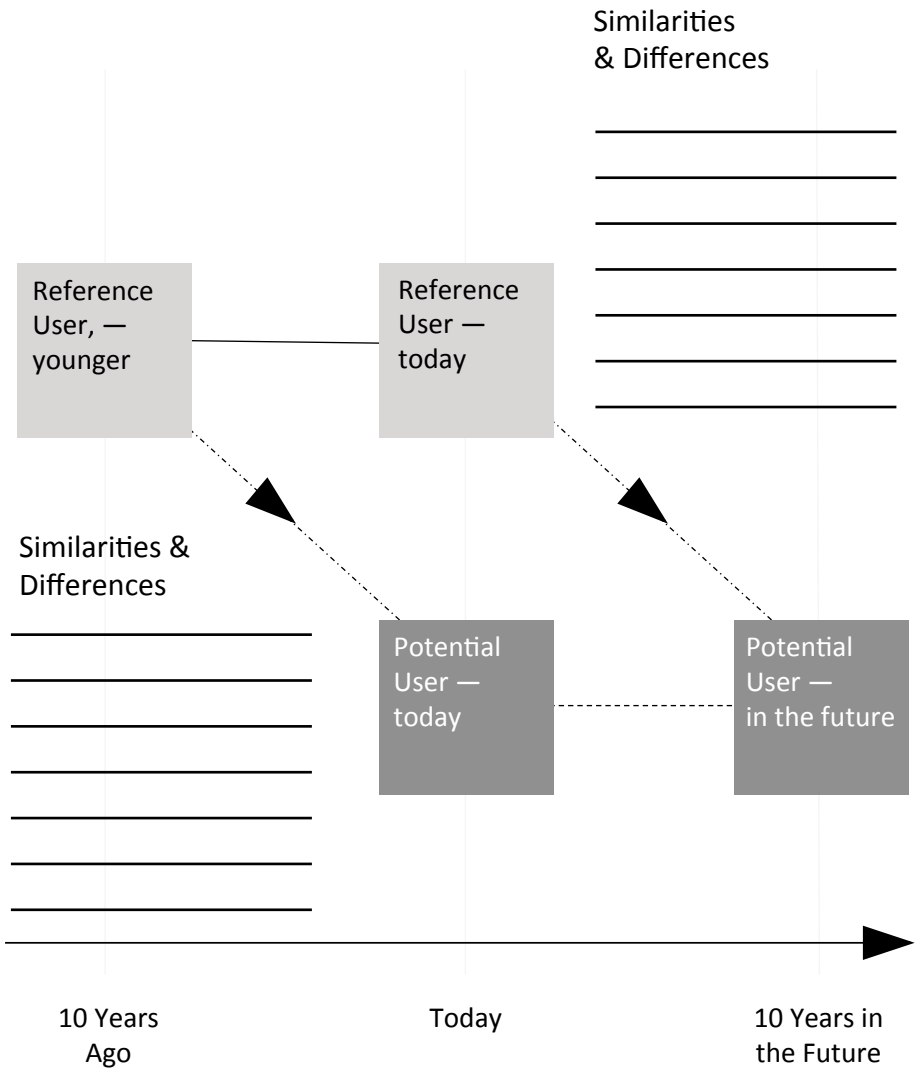
1. Discuss our user when we plan to launch, which could be next month or five years. Place him (or her) on the Potential User line.

2. On another piece of paper, develop a complete persona for our Potential User today. What does he do for work & fun? How does he communicate? What services does he pay for?

3. To understand the changes our Potential User will go through, let's choose a second person as a reference. The trick is to make the Reference User the the same age as our Potential User, and his age today is that of our Potential in ten (10) years.

4. Develop a full persona for our Reference User, adding a description of what he did over the last ten years as he aged, and as new products and innovations came to market. The goal is to develop two personas and the intervening changes.

5. Using the three personas, we can discuss the similarities & differences between our Potential User today and our young Reference User. Do the same comparison for our Potential User in the future and today's Reference User.




Expert Edition — Once we have a good capture of how our potential user may change, we can ask two strategic questions:
(1) When do changing behaviors require us to change our offer?
(2) How can we beat our competitors by getting ahead of how the customer is expected to change?

Skills Worksheet

# Futuretelling

*Futuretelling is a short team performances showing our user in the future, after our idea has become a life-changing fact.*

1. Discuss our idea as it relates to our critical user with a goal to understand, "What will our user's life be like once we've delivered our idea to her, in some form or another? Discuss our user's point-of-view (POV) today, our thinking on how we can deliver our idea to solve an existing need (need finding) or create an entirely new experience (surprise & delight), and how the user's POV will change as we deliver our solution.

2. Using a three panel storyboard, develop a simple story for our user. First, provide a setting and context for our user. Now describe the one core action they take with, or in anticipation, or our solution. End with a resolution

3. Create a role for each team member, write a simple script to advance the audience through the storyboard, and find some props to help us imagine a better tomorrow.

4. Collect an audience of officemates for the performance. Note their laughter. Ask what they liked. What they loved.

5. During our post-presentation debrief, ask:
- How did the audience react? What questions did they ask?
- Which part of our user story did they focus on? Why?
- How well did they understand the instantiation of our idea?
- When we perform the skit again, what can we change?

Expert Edition—Ask the audience to record the performance. Take pictures of the props and any costumes we've created. Upload everything to the team server as backup. During the Reflection, watch the video and review the pictures. Discuss who can create a short video (add music!), and where we can post it to show other teams, our bosses, and partner organizations.

*"The sketches and plans you will see today are simply a starting point: our first overall thinking. Everything in this room may change time and time again as we move ahead, but the basic philosophy of what we're planning is going to remain very much as it is right now."*
—Walt Disney, serial visionary ("EPCOT" television special, 1966)

Setting

Action

Resolution

## TIPS

- Try engaging audience members in safe roles.
- Give every character a specific agenda to drives his/her actions.
- Great acting is about action and dialogue.
- Use the Futuretelling performance as a chance to test and gather feedback about our innovation idea.
- Use narrator if we want to explain our users thoughts and feelings.
- Delivering a great performance is not about "getting the lines right."
- Great performances are often improvised.
- In formal settings, set the stage for the skit by quoting Walt Disney.

Skills Worksheet

# White Spots

*White Spots is opportunity mapping tool that enables our team to define a competitive landscape, looking for lucrative marketspaces.*

1. Working from a broader discussion on current or coming opportunities, choose two opportunities and define a space using endpoints that optimize our potential innovation space. Use the three 2x2 at the bottom to capture the discussion of the "correct" axes.

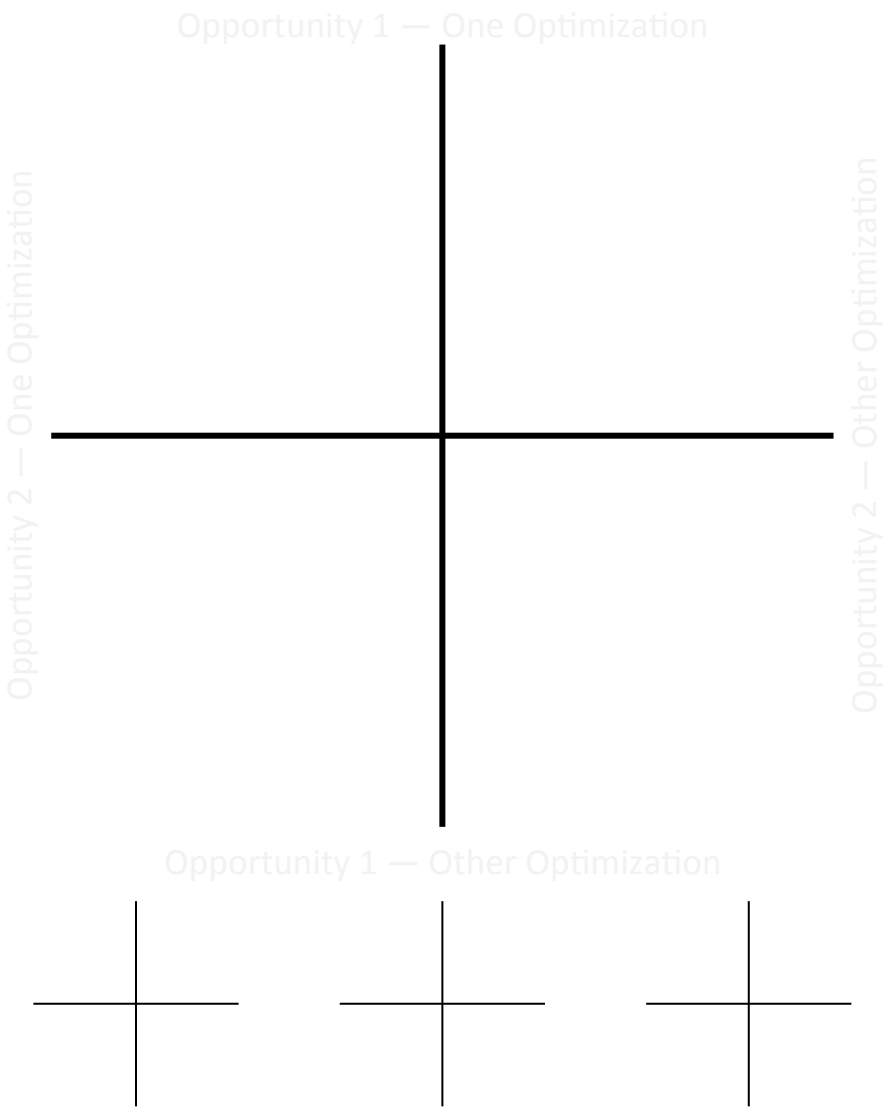
2. Now begin placing products, trends & people on it.

3. Annotate the conversation—use arrows to show where ideas can go, how offers mash together, add ideas that should exist—while looking for openings (white spots) and areas where there's incredible amount of energy... and/or investment... and/or interest (hot spots).

4. Make doubly certain to capture the ongoing dialogue, notably new & old questions along with changes in perception across our team members.

HINT: It's common to discover that each example placed yields a discussion of a "third axis" which the example lies. Every example has multiple additional aspects which can lead to insightful questions.

Expert Edition—To gain a deeper understanding of how marketspaces develop from white spots or hot spots, turn to the work of Professors Renée Mauborgne and W. Chan Kim on Blue Oceans (White Spots, preferred by established companies) and Red Oceans (hot spots, startups prefer these areas) in their work on Blue Ocean Strategy.



INNOVATION LEADERSHIP BOARD

# Change Paths

*Change Paths are a visual maps that enable our team to "look forward, reason backward" from an innovation.*

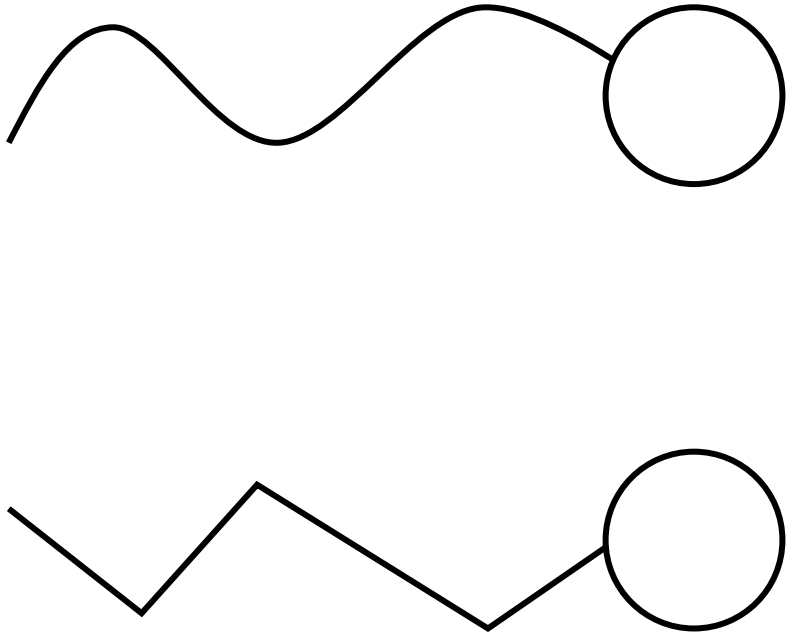
1. In the circles on the right, place our team's vision. This could be a photo of our prototype, a sketch, or a vision statement.

2. On the top line, start with our vision and work backward.
a — Begin telling a story that assumes you've been successful in creating the vision.
b — As you tell the story, discuss as a team the three major milestones that occurred along the way. A major hire? An early customer/market fit? A partnership?

Hint: It's not hard to tell a story of this sort...make it fun... and try to keep it realistic. The milestones should be real.

3. On the bottom line, start from today and aim for the vision.
c — Begin telling a story that's grounded in what we have, what we can achieve today, who's currently on our team.
d — The first milestone must be achieved this month, so describe it in detail, assigning roles and metrics. Then describe the two major follow-on milestones we can plan for today.

4. Now connect the two stories and continue defining planning milestones and stretch goals. Attach hard dates to everything, including the top story, discussing how to achieve even the long-range goals—partnerships, investments, and hire?



Expert Edition—Learn how leaders including Steve Jobs, Bill Gates and Andy Grove learned to "Look Forward, Reason Back" in Prof. David Yoffie's book, Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs.

Skills Worksheet

# Dark Horse Prototype

*A Dark Horse Prototype forces the question, "What's the most critical feature of our solution, and have we been missing it?*

1. Take the team's existing prototype(s) and place it on a table …or launch the program … instantiate the service ... build the space.

2. Ask each member of the team use no more than three words to describe the solution's value to the user.

3. Reviewing the answers, as a group ask "If that's the core value, why don't we throw everything else away and focus on just that feature?" What insights emerge?

Hint: Try ripping the prototype apart to create a new one with just the core feature remaining.

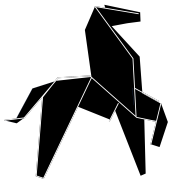
3. On an overhead, or even someone's iPhone, bring up the research questions we captured at each stage the process: reviewing the brief, benchmarking, user discovery, user research and prototyping.

4. Ask, "Looking at our solution, does it address the questions we've been asking since the start?" Then ask, "Did we lose a critical idea / question along the way?

Hint: Rapidly build a new prototype that includes all of the learning from our work to date, yet puts one of our lost ideas at the core. Try this for a few lost ideas to see what occurs.

Expert Edition — In a variation, show our experience or functional prototype to a potential user. Explain to them the problem (need) or opportunity that we set out to solve. Then ask them to look at the prototype and describe the core feature that they can see in it. Ask them to remove the pieces that aren't needed. Help them to break the prototypes if they seem reticent!

*The term Dark Horse, derived from horse racing, refers to a feature or value of our solution that comes "from behind" to the lead position. In some cases this is a known feature that the team rejected or ignored because it didn't seem 'good' at the time.*



## Core ideas…

| | | |
|---|---|---|
| | | |
| | | |
| | | |

## Early ideas…

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## Orphaned ideas…

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|---|---|---|
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| | | |
| | | |

# Systems Prototype

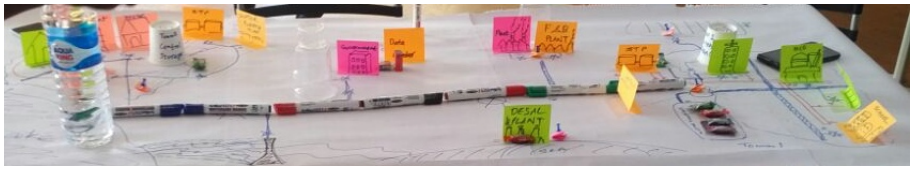
*Paper Mockups are low fidelity, detail rich models that allow us to explore and present our idea's ecosystem*

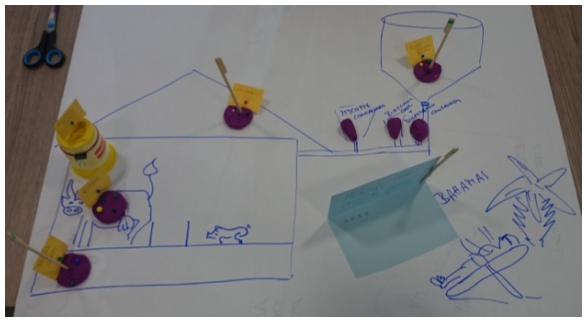
1. Gather materials from around our office that we can use to build a tangible, tabletop prototype.

2. As a team, begin building the ecosystem or environment that our idea will inhabit. Even if we can't define our product or service in detail, we can build little dolls to represent our customers, the buildings that they'll move between when interacting with our idea, the types of transportation they'll use, and the other pieces of the built environment that will surround our instantiated idea.

3. While the mere act of building your idea's ecosystem will prove enlightening for the questions we ask ourselves, we can go further and begin to build a physical customer journey, moving the little dolls around, role-playing the conversations our customers will have, and remembering how easy it was to "play" like this as children.

4. Share our mockup with a colleague or a customer. Show, don't tell. Ask them to help us tell the story of our idea.





Expert Edition—When we review the paper mockup for our idea, which parts of the ecosystem exist already? Which parts do we need to build? Which parts do we need a partner to deliver? Which parts are wholly outside of our control? With these answers in mind, how can we bring the idea to fruition faster?

Skills Worksheet

# VOICE Stars

*VOICE Stars identifies our team's aptitude for radical innovation and where we should partner or hire!*

1. Use the five points to define "how much" of each radical innovation skills each team member posses, with 'some' toward the center and 'a great deal' toward the tips.

2. The five core skills for radical innovation are defined as:

Voracious—Constantly seeking, finding and collecting a broad range of ideas, information, experiences, and insights.

Open—Receptive to new ideas, perspectives, or arguments.

Instigates—Takes action and engages others in support.

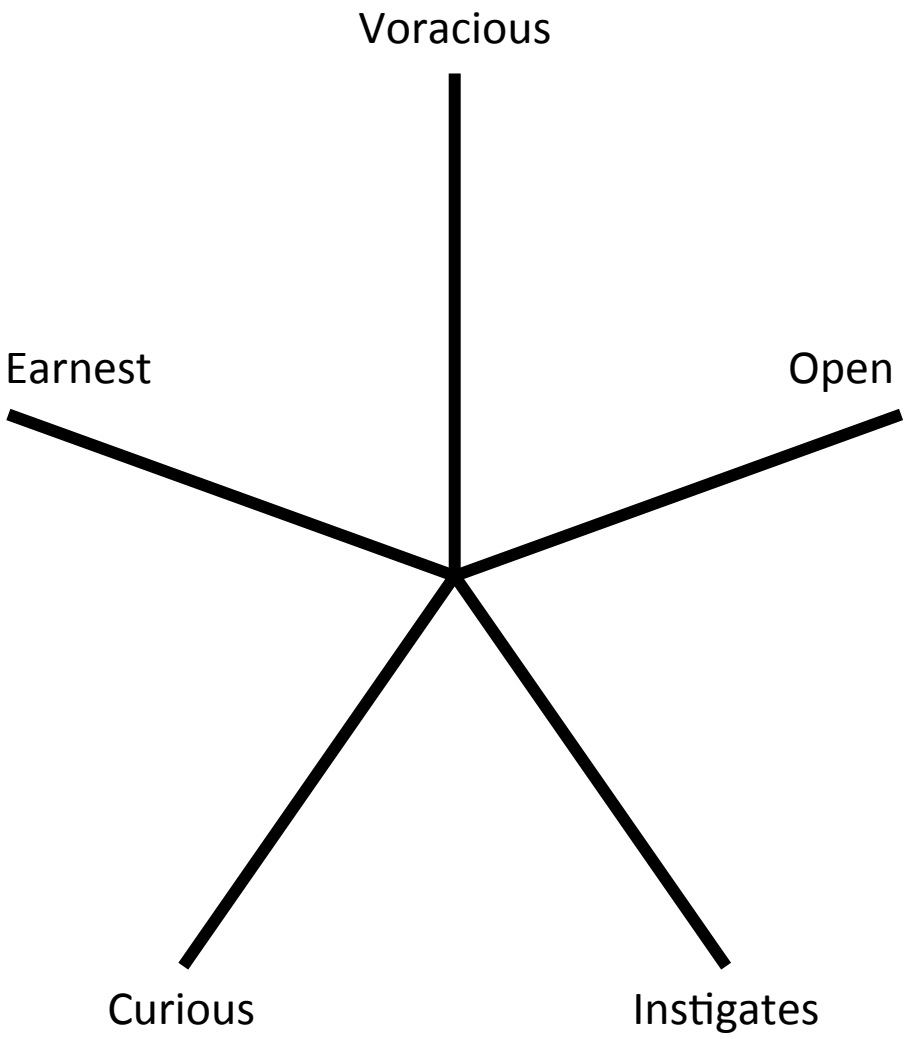
Curious—Always seeking to pose and answer "What if?"

Earnest—Serious and sincere in pursuing the stated goals.

3. With the goal of maximizing each behavior, how can we develop our team in each area?

- Who is going to help us collect more information to use?
- How can we develop a more open stance to new ideas?
- Beyond taking action, how can we better engage others?
- How do we rediscover a child-like curiosity?
- What can we do to be more honest about why we're taking an action and the effort we are putting into it?

Expert Edition—Instead of using the worksheet, draw the star on a whiteboard and have each member mark his or her perceived score and draw lines to connect the points. Use different colored markers. This variation generates a valuable team conversation as each member attempts to define personal perception in relation to the other members' skills.



Skills Worksheet

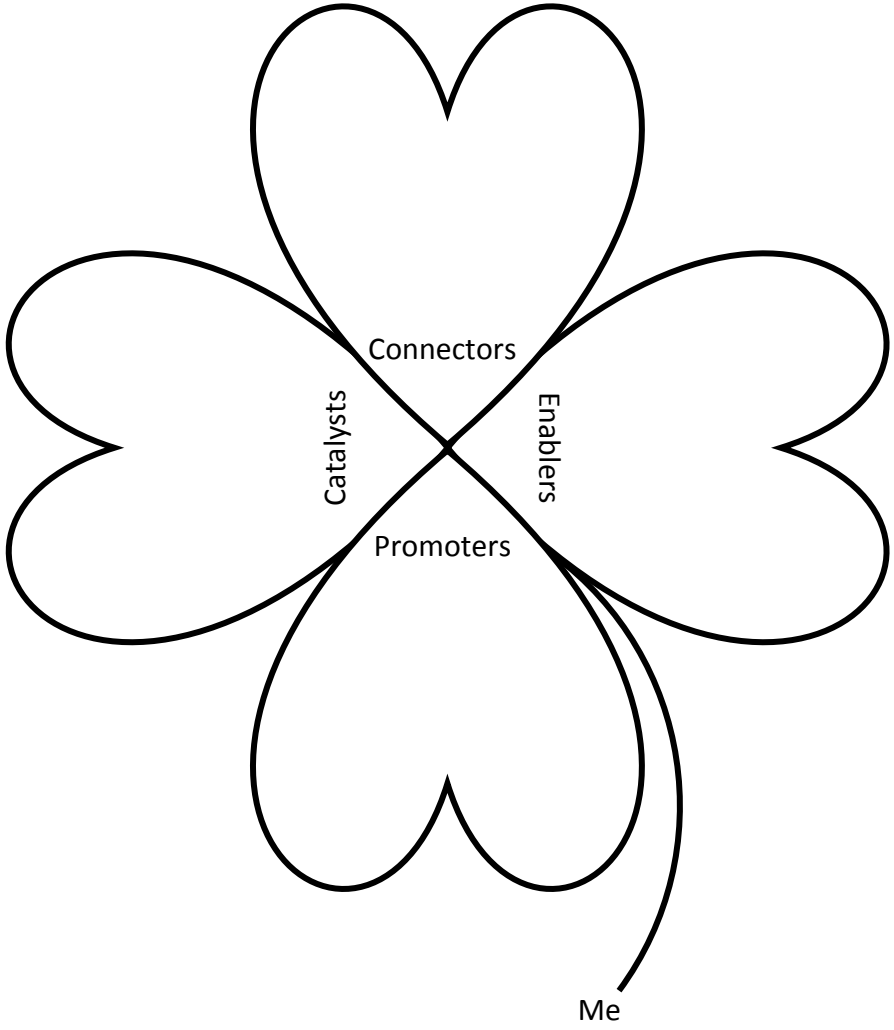
# Crowd Clovers

*Crowd Clovers is a social network tool that maps the people who help us succeed.*

1. Thinking of my colleagues, friends, family, dentist …
a—In the Catalysts petal, write the names of people I know personally who inspire & provoke me. “She gives me great ideas!”
b—In Connectors, who connects me to the resources that I need to get things done (not just money)?
c—In Enablers, who helps me get things done? “Who gets their hands dirty?”
d—In Promoters, who introduces me (and my ideas) to others, notably in different networks?

2. Circle the names of people with whom I have a formal relationship, such as an employee or teacher.

3. Now reflect on the state and health of this innovation network:
a—Which quadrant has the most names? How have I “collected" so many people who help me in that way? How can I repeat my best success in the other quadrants?
b—Which quadrant has the most number of formal versus informal relationships? Why? Where do I sit? Should I add people with more formal roles to help me succeed?




Expert Edition—Have each member of our team complete the Clover alone. Now bring everyone together to discuss how the team fares in terms of Catalysts, Connectors, Enablers, and Promoters. Who can find resources best? Who has the network to help spread ideas? Who brings inspiration at key moments?

Skills Worksheet

# Buddy Check

*Buddy Checks is a role-playing exercise that helps to test reactions to our idea and gauge who might best support it.*

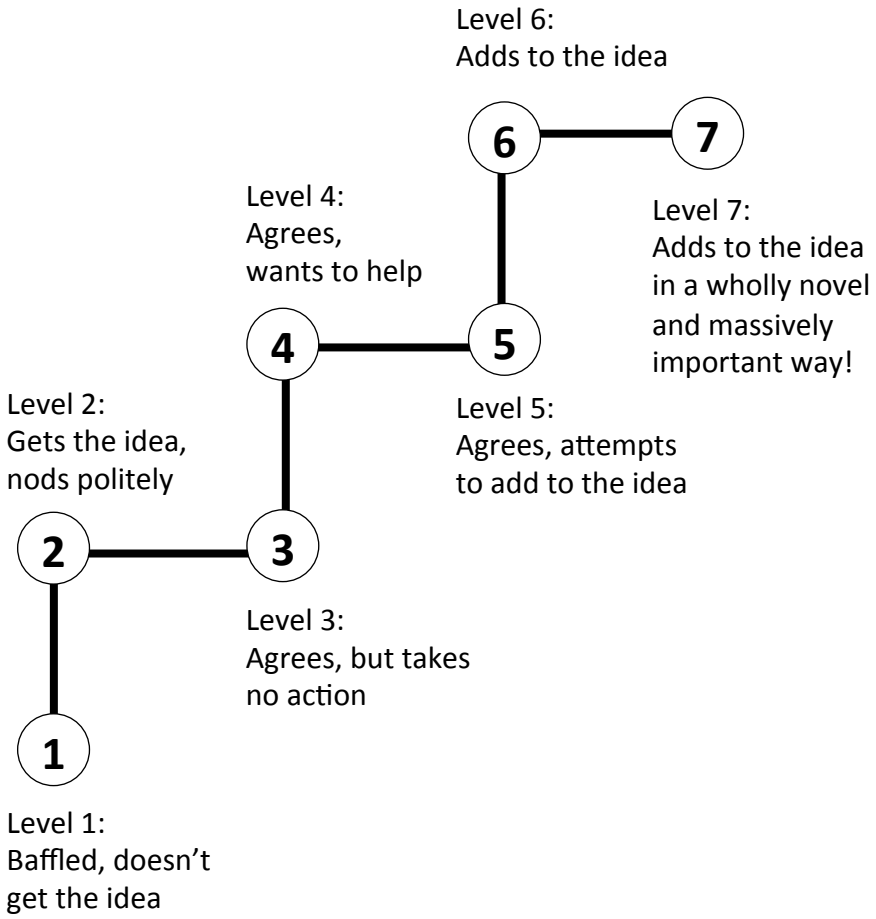
1. Have a concise version of our idea or vision ready to share.

2. Find a team member or friend and walk the person through the seven levels of "receiving an idea." Explain that we want to experience the extremes so that we can learn what it would be like to find a great partner.

3. Now ask said friend to listen to our idea and respond to us at the lowest level (level 1). Pitch again and ask for a response more suited for level 4. Pitch and ask for a level 6 or 7 response.

4. Now that we've heard a range of reactions, ask our friend what we could add to our story or vision statement to get a level 7 reaction sooner.

5. Thank said friend. Now walk down the hall to find another colleague and repeat the process.




Expert Edition—After everyone has practiced telling their ideas, bring the team together and discuss how each member can be a better idea receiver both internally and with partner teams. Then, ask "How can we practice our pitching and listening more?" and "Who should we reach out to next to get more supporters?"

# Pathfinders

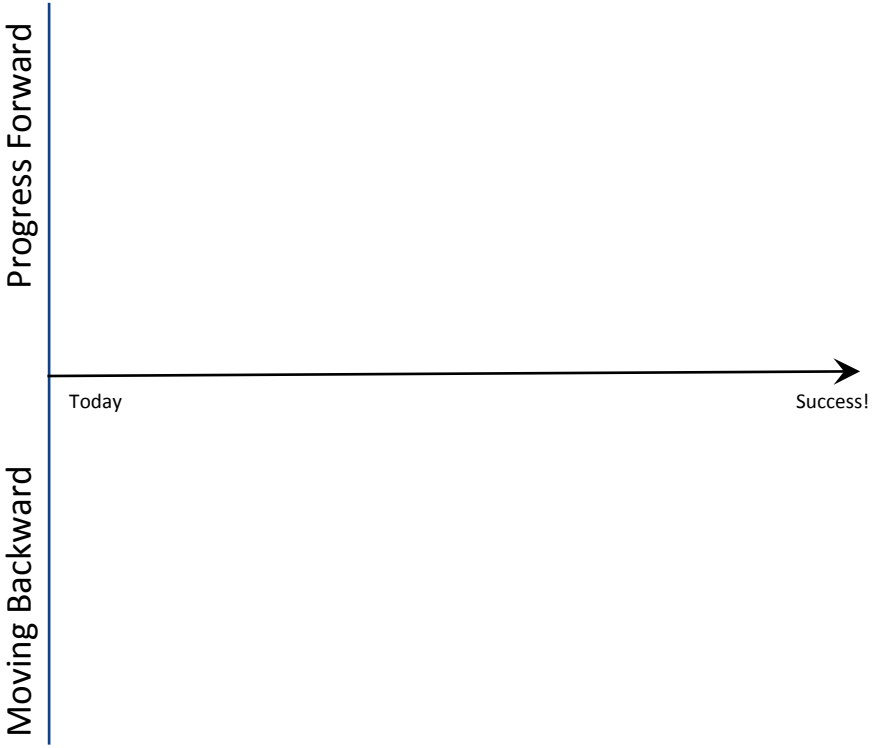
*Pathfinders enables us to define a path to success for our idea, learning from both our formal process and prior projects.*

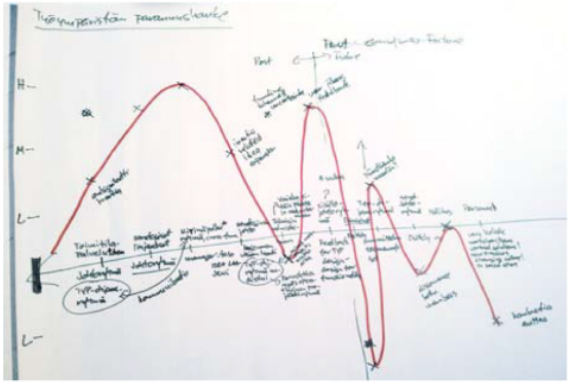
1. On the straight timeline, document the process our team expects to follow: milestones, decision points, signed agreements, reviews, and budgeting. These can be formal organizational or informal team milestones.

2. Looking at a recent project the team worked on, begin another line. If an action advanced the idea, draw it above the timeline. If an activities delayed the project, draw the line down to a point below the line. Try to keep the activities in order of how they occurred. Complete this process for at least two ideas the team worked on.
*Note*: This is the red line in the example.

3. As a team, there are a number of lessons we can learn:
- How do we limit the activities that delayed us previously?
- If there were "lucky" occurrences in earlier projects, how can we plan to have that same luck this time?
- What do we need to add to our expected timeline based on how previous projects actually progressed?
- Whose names should we add to the projected plan based on our prior need for support and promotion?
- How can we plan for potential roadblocks to limit them?

Expert Edition—After completing this exercise and refining our project plan and expected timeline, consider bringing our partner organizations into the conversation. Using our refined baseline, walk our partners through the work we'll complete jointly to listen to their experiences, concerns, and recommendations.



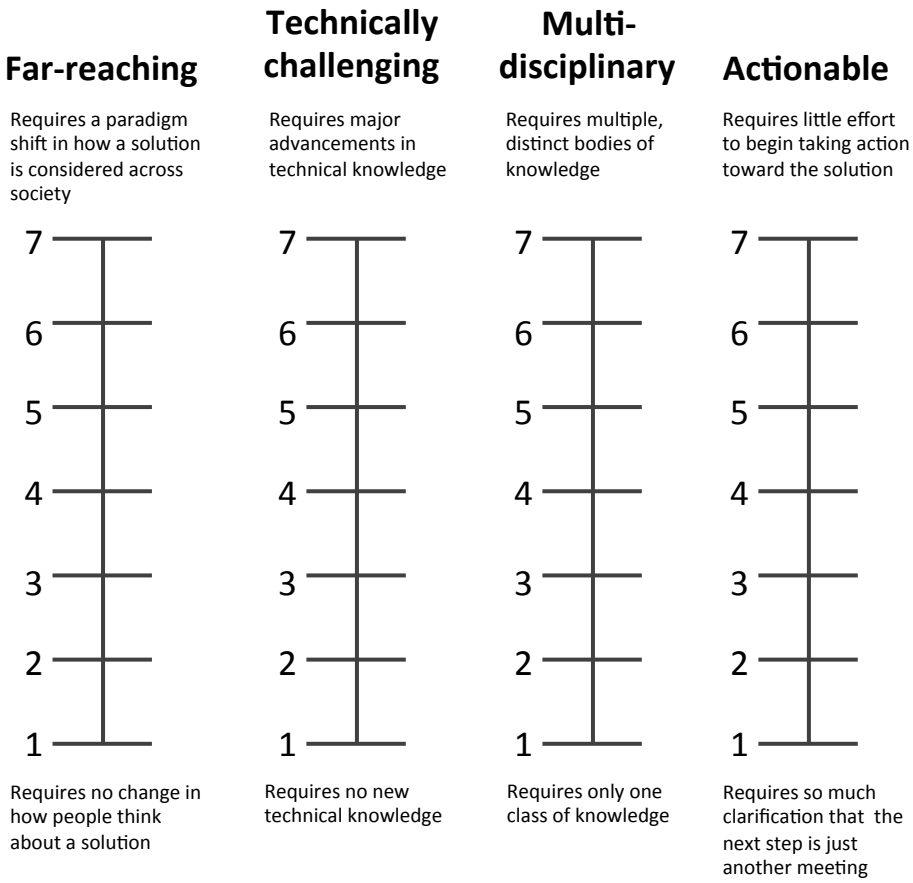



# DARPA Hard Test

*The DARPA HARD Test provides a framework for gauging the breakthrough potential of our team's innovation idea.*

1. As a team, score our idea on the four DARPA HARD gauges:
Far-reaching — The solution requires a completely new mental model, passing through a paradigm shift.
Technically Challenging — The goal is almost technically impossible without becoming "magical."
Multidisciplinary — The solution requires multiple bodies of knowledge that rarely exist within one industry.
Actionable — The right people can see a path to the impossible and can make progress beginning today.
Note: Use the anchors at the top & bottom of the gauges to help the team understand the extremes of each measure.

2. While there is no "correct" score, as a team we can discuss:
- Do we all agree on the scores we gave our idea?
- Which measure should we attempt to advance further in order to beat our potential competitors?
- Who on the team leads the advancement of each measure?
- Should we consider aiming lower on one of the metrics to get to market faster…as a simpler solution...or with the skills we have?




Expert Edition—After we've created the score for our first idea we can score the other innovation ideas: potential, active and shipped. The DARPA Hard Test provides a standard method for comparison of ideas. As we generate more scores for our ideas, a starting question is, "What were the scores of our most successful shipped products?"

Skills Worksheet

# Vision Statement

*A Vision Statement is a simple, compelling story that conveys our goal, our assumptions, strategy and how we're taking action!*

1. Gather the team at a white board, or just grab a friend and head to the nearest cafe.

2. Complete the story:

vision… how will we change the world? our industry?

because… why was our idea unimaginable before today?

changed… what changed? is it our team? society? tech?

people… how will people change once we deliver?

milestone… what question will be answer first?

partners… who want to help us? (Name names!)

next step… what are we doing today to make it real?

3. Begin sharing the vision with friends, colleagues and partners — ask for their feedback. Capture their insights.

4. Do a deep dive into each aspect the vision to iterate, refine, and keep the vision fresh.

Expert Edition—Print a copy of our vision on poster paper and hang it in an obvious place. Every time we tell the vision to a potential hire, investor, or customer, bring the whole team together to discuss the feedback and how to iterate the story. (Hint: The story can always be simplified. Do not complicate it!)

Our vision is to

_____

This idea is visionary because

_____

This all changed when

_____

As our vision develops, people will

_____

Our first milestone is

_____

And we're seeking partners in

_____

Today we are taking the next step by

_____