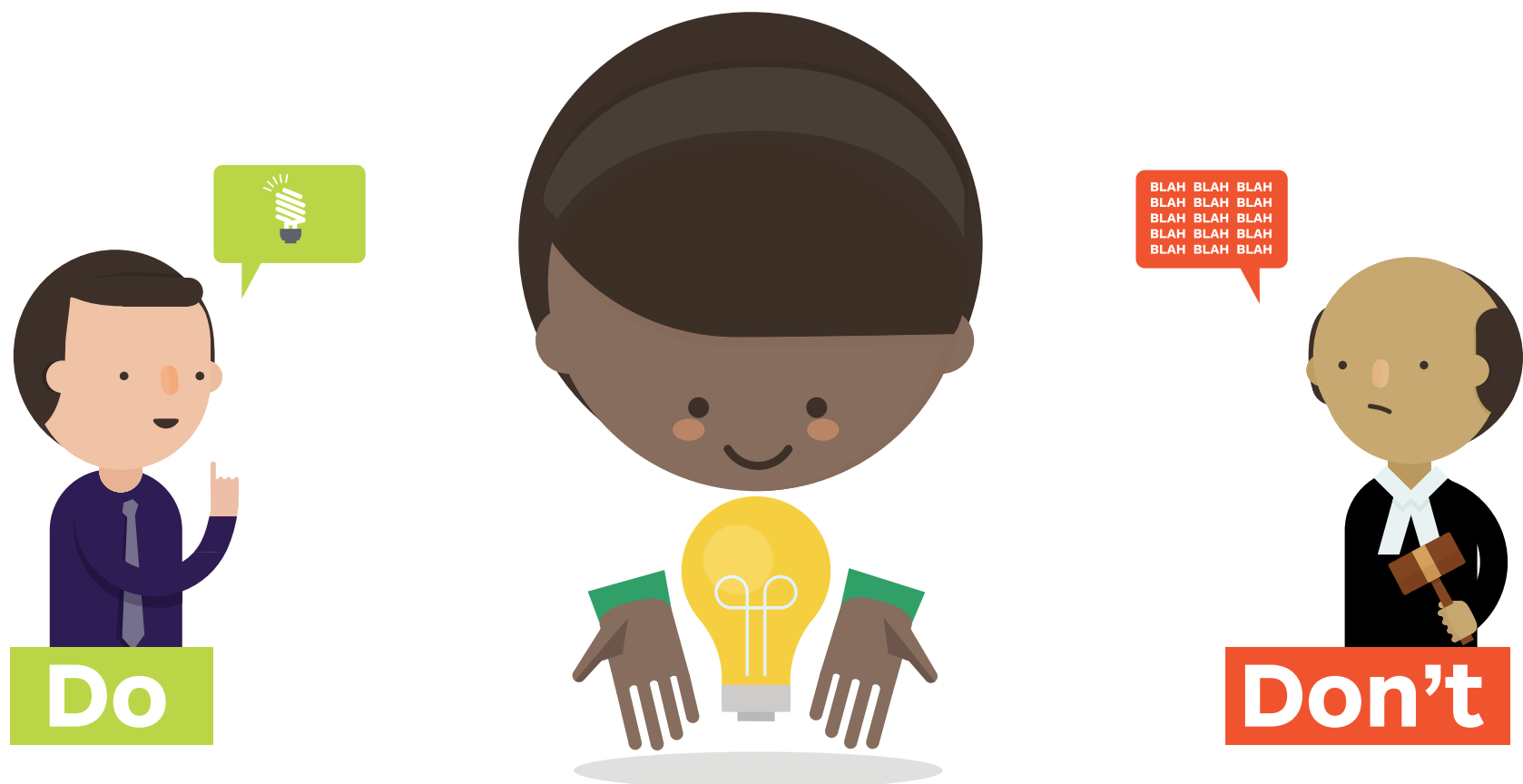


# Master the Art of Critique

Excel at creating bold new value propositions and business models by establishing a great feedback culture. Innovators, colleagues, and decision makers alike understand and master the art of critique.



- ✓ Create a safe environment in which people feel comfortable to present (bold) ideas.
- ✓ Foster a culture of early feedback on rapidly evolving ideas.
- ✓ Run facilitated, structured feedback processes.
- ✓ Provide feedback based on experience or (market) facts.
- ✓ Encourage a customer-centered feedback culture that neutralizes politics.
- ✓ Bring in fun and productive feedback processes.
- ✓ Draw a distinction between hard to do and worth doing. Ask, "Why not?" "What if?" and "What else?"

- ✗ Shoot people down for presenting new (bold) ideas.
- ✗ Allow for proliferation of pure opinion.
- ✗ Create a context that enables politics and personal agendas to supersede value creation.
- ✗ Present only refined ideas to leadership and decision makers.
- ✗ Have long, unstructured, free-flowing, time-consuming discussions.
- ✗ Foster culture in which feedback destroys big ideas because they're hard to implement.

## Distinguish Between Three Types of Feedback

OPINION	EXPERIENCE	MARKET (FACTS) & EVIDENCE
<ul style="list-style-type: none"> <li>+ Logical reasoning can help improve ideas.</li> <li>! It can lead to pursuing pet ideas of people with more power.</li> <li>“ If we added ____ I believe we'd have a better chance to make it work.</li> </ul>	<ul style="list-style-type: none"> <li>+ Past experiences provide valuable learning that can help prevent costly mistakes.</li> <li>! Failing to realize that different contexts lead to different results.</li> <li>“ When we did ____ in our last project, we learned that...</li> </ul>	<ul style="list-style-type: none"> <li>+ This provides input that reduces uncertainty and (market) risk.</li> <li>! Measuring the wrong data or simply bad data can lead to missing out on a big opportunity.</li> <li>“ We interviewed people about this and learned that ____ percent struggled with...</li> </ul>