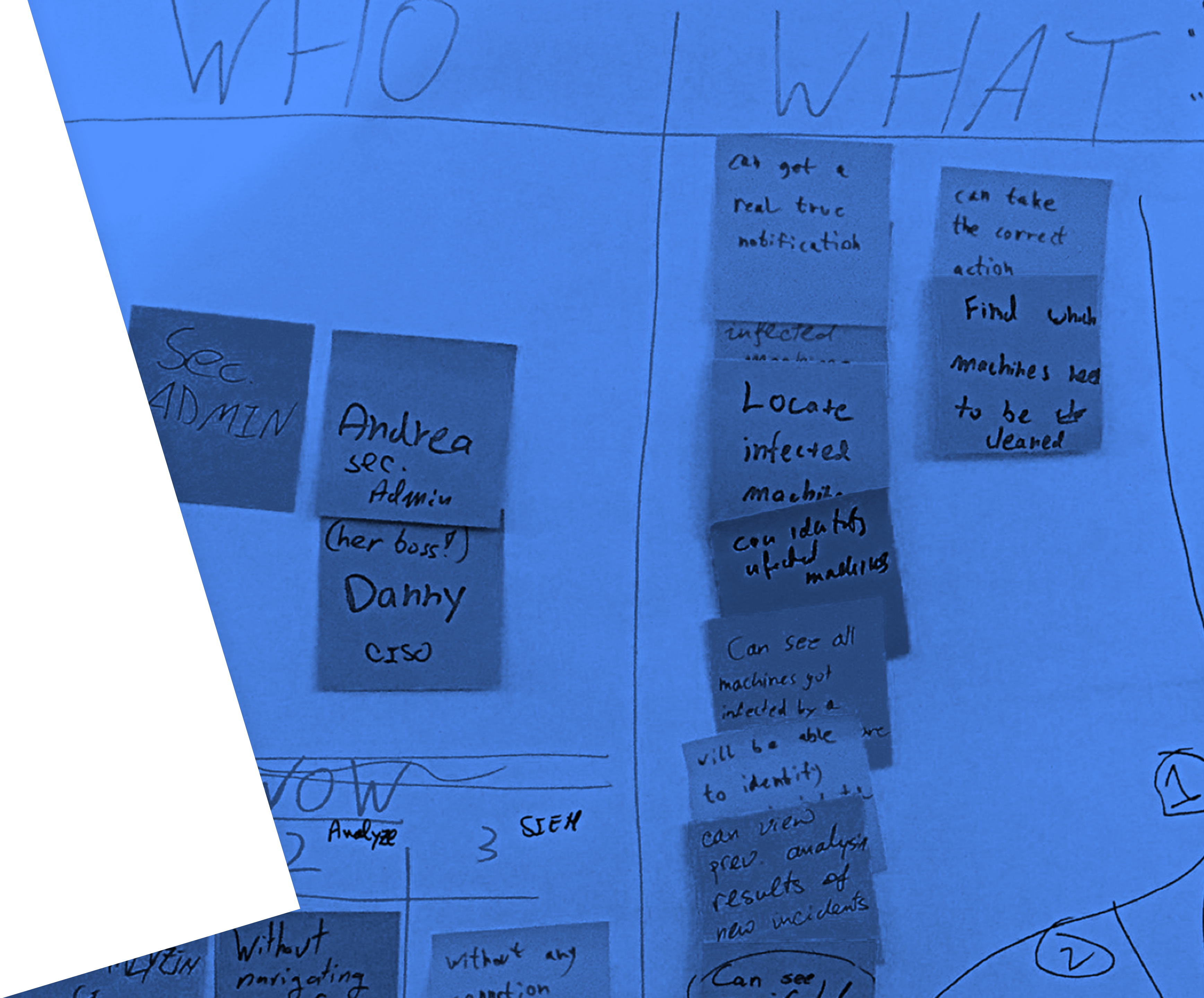**Enterprise
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TOOLKIT

Hills

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INTRODUCTION

Why do we do this activity?

If you don't know where you're going, you might not get there. Use Hills to clearly state your intent in terms of user and market value.

INTRODUCTION

When should you use this activity?

Hills describe something a specific user is enabled to do—not an implementation. They give teams the creative space they need to come to breakthrough ideas. Write Hills at the beginning of a project or initiative, **as you identify** the real needs of your users.

We suggest **60 minutes** for this activity.
How much time you spend is up to you!

- **Write before you talk.** Write or sketch lots of your ideas on sticky notes *before* talking about them. During discussions, capture the main points on sticky notes and post to the wall.

- **There are no bad ideas.** Start big. Diverge to get everyone's ideas out there. Come back together to discuss, cluster, and seek patterns. Then, converge to determine the strongest ideas.

- **Stay focused on your users.** Tell stories about users to keep them at the center of your attention.

- **Everyone participates.** Everyone has a marker and a pad of sticky notes.

- **Stay engaged.** Avoid side conversations. Use a "parking lot" to capture issues that are off-topic.

- **Start on time, stay on time.** To meet our goals, we need to watch the clock and stick to the plan.

- **Yes, and...** Instead of dismissing the ideas that your teammates suggest, push yourself to build on them.

Ready, set, go!

SET UP

On your whiteboard,
large sticky pad, or
virtual whiteboard,
draw three sections:
Who, *What*, and *Wow*.
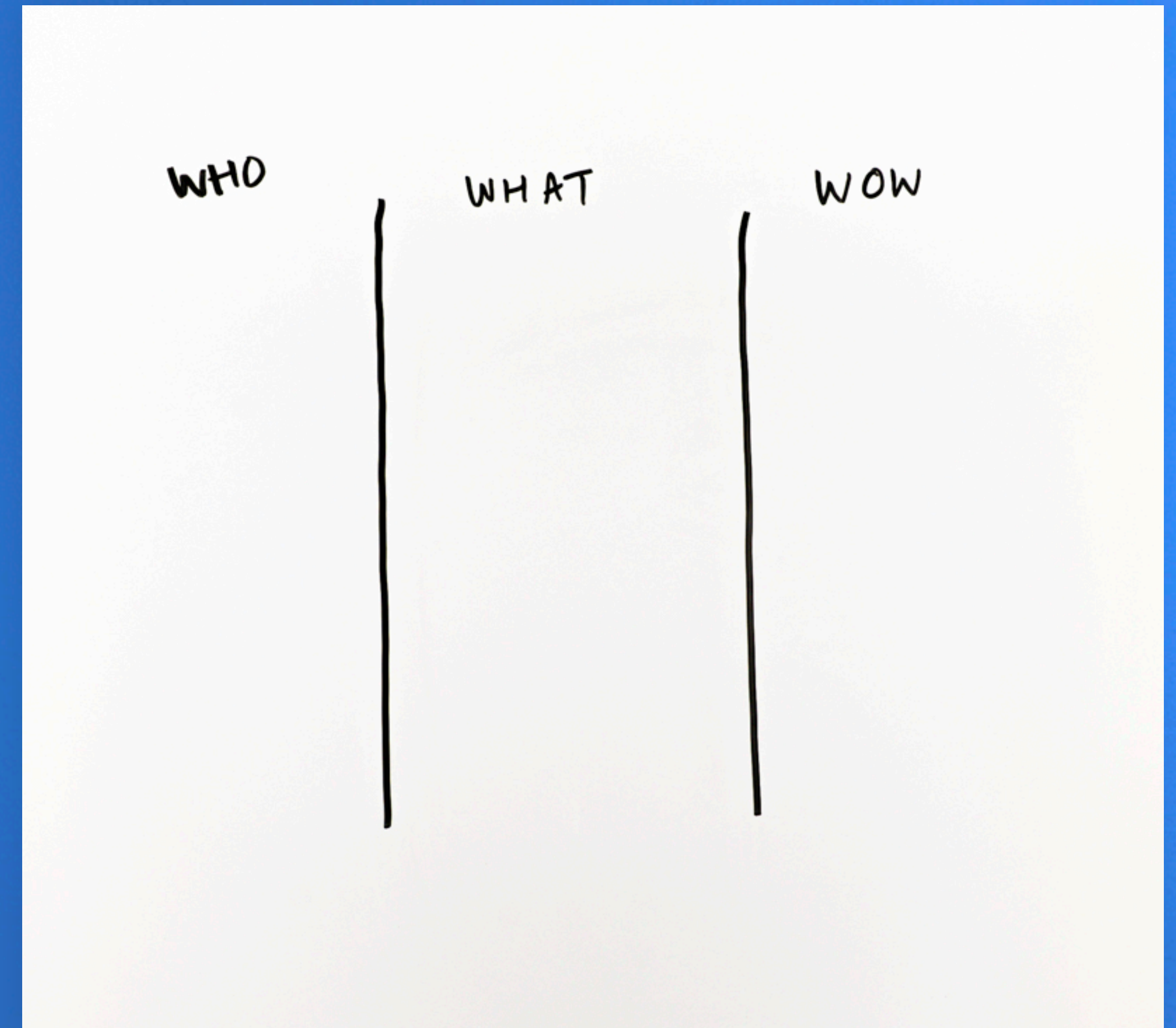
IDEATE

# Diverge on many ideas for each section and quickly share them with your teammates.

- Build off of others' ideas, but focus on quantity over quality. **Avoid** drifting into features or implementation details.

BUILD

Build sentences using your ideas under *Who, What,* and *Wow.*

- Draft them quickly and begin to mix and match until you find a combination that clearly describes your intention for your user.
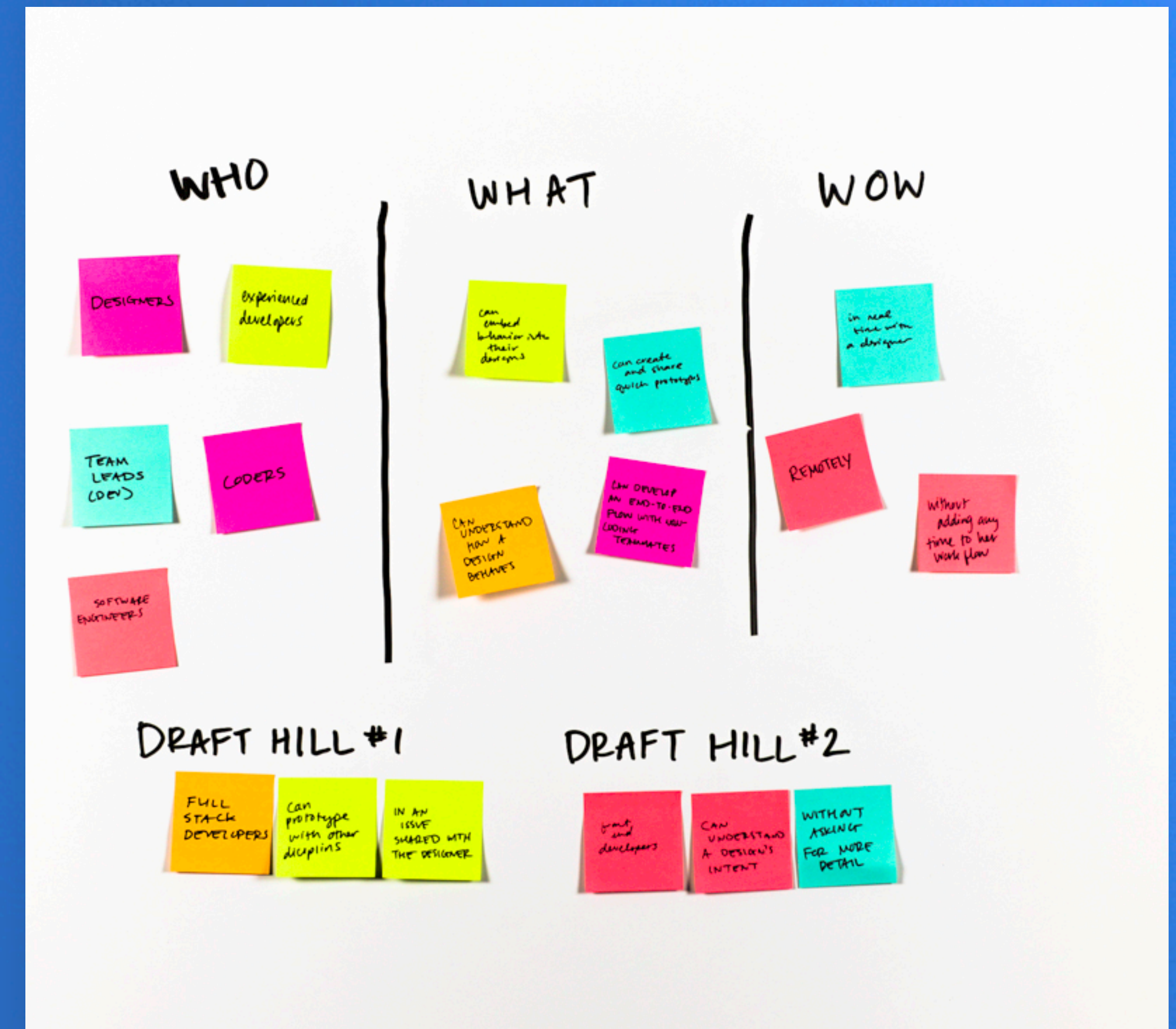
REFINE

Find a fresh pair of eyes to read your drafted Hill and give feedback. Remember: Your Hills will evolve based on your continued understanding of the problem and your users.
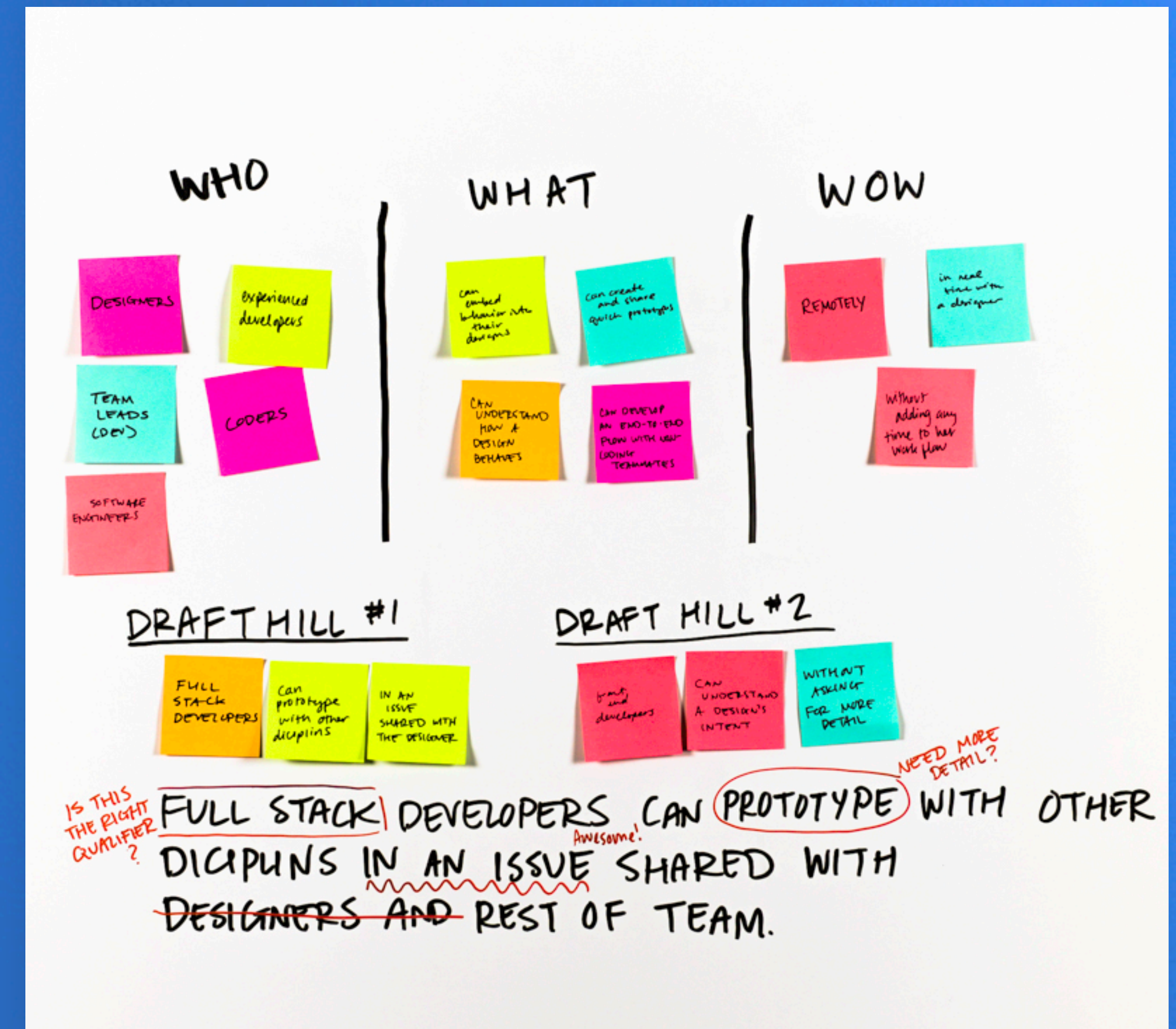
Hills   60 min

PLAYBACK

Share the Hill with anyone relevant to the work it will take to tackle it.

- **Don't forget:** Label anything that might be an assumption or a question for later inquiry or validation. Just because it's in a Hill, doesn't mean it's a fact.

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Hills