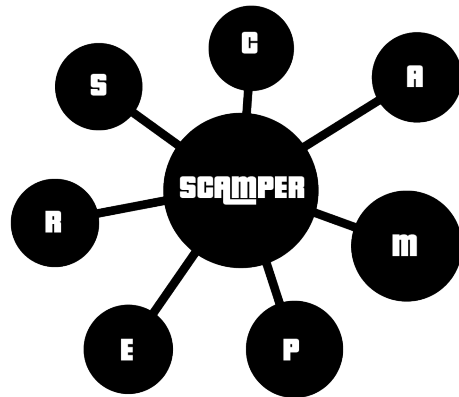


Develop Tools



SCAMPER

The SCAMPER technique is one of the easiest and direct methods for creative thinking and problem-solving through a number of techniques or question types.

Suggested Time

60-120

Level of Difficulty

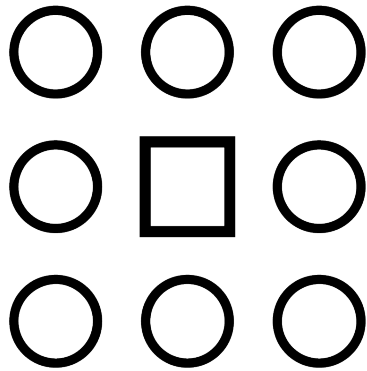
Medium

Materials Needed

Pen, Paper, Post-it

The name SCAMPER is acronym for seven techniques; (S) substitute, (C) combine, (A) adapt, (M) modify, (P) put to another use, (E) eliminate and (R) reverse. These keywords represent the necessary questions addressed during the creative thinking meeting.

There are two main concepts to keep in mind before starting the brainstorming using the SCAMPER technique; yet there is no sequential flow to follow while moving from each of the seven thinking techniques. Unlike Disney's creative strategy method, SCAMPER facilitators can move between different techniques without restricted to a specific flow. Secondly, the principle of force fitting should be adapted during the thinking sessions. For example, any response to the SCAMPER technique is welcomed no matter how non-logical is it.



Lotus Blossom Brainstorming

The Lotus Blossom technique focuses the power of brainstorming on areas of interest. It does so through the use of a visual representation of ideas and is similar to a mind-map, but is more structured and pushes you in ways you don't experience in classic mind-mapping.

Suggested Time

60-120 minutes

Level of Difficulty

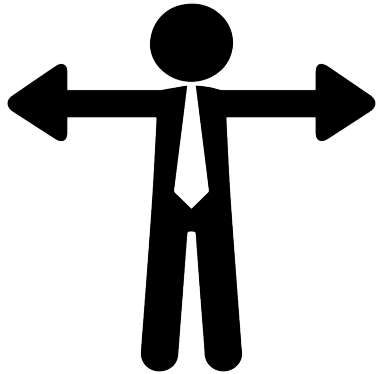
Medium

Materials Needed

Pen, Paper, Post-it

The following are the steps of the process:

1. Enter a problem to be solved, an item to be improved, or a theme to be examined in the center box.
2. Brainstorm related components, solutions or themes and put these in the boxes immediately surrounding the center box.
3. The values from those boxes should now be used as the center of the eight lotus blossoms on the outer edges of the sheet.
4. Brainstorm related components, solutions or themes and enter these in the eight boxes surrounding each of the new center seeds for each outer lotus blossom. Try your best to complete all of the blossoms to maximize ideas.
5. Upon completion you will have at least 64 new ideas related to the original problem or theme.



Opposite Thinking

This tool is as easy to use, as powerful. Opposite Thinking asks you to familiarize with the opposite side of things, to stretch the horizon of possibilities. The goal: to boost your brainstorming session, by solving assumptions and coming up with additional, more creative ideas.

Suggested Time

30-120

Level of Difficulty

Medium

Materials Needed

Pen, Paper, Post-it

STEP 1

In the first column ("Assumptions"), write down on post-its the assumptions you're making about the product/service you are ideating.

STEP 2

In the second column ("Opposite"), write down on post-its the opposite (or modified version) of the assumptions. For example you can write down (assumption=a chair has 4 legs):

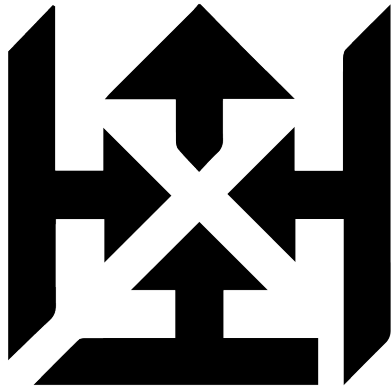
the opposite: how about no legs?

10x more: how about 40 legs?

50%: how about shorter legs?

STEP 3

In the third column ("Solution"), write down on post-its new ideas out of the opposite.



Mash-Up

The Mash-up emphasizes quantity. The more ideas you come up with, the better chance you have to reach a truly brilliant solution. It also applies constraints. Quick sprints drive creative sessions and avoid burnout. Perhaps most importantly, it helps us start down the path from the ridiculous to the radical solution.

Suggested Time

30 minutes

Level of Difficulty

Easy

Materials Needed

Pen, Paper, Post-it

STEP 1

FRAME - Articulate the challenge as a How Might We statement.

STEP 2

NARROW - Pick two broad, unrelated categories, like hospitals and hotels or waiting rooms and schools. Think outside your industry.

STEP 3

GENERATE - Starting with one category at a time, list as many elements of these two experiences you can in two minutes.

STEP 4

MASH-UP - Combine items from the two lists to ideate as many new products, services or experiences as you can.

LEARN

APPLY

Analogy Thinking

This ideation technique isn't about simply copying existing products or business models. The "Analogy Thinking Template" helps you to identifying those factors that make a business, product or service successful and translate those success factors to your business context.

Suggested Time

30-60 minutes

Level of Difficulty

Easy

Materials Needed

Pen, Paper, Post-it

STEP 1

Before you start ideating you need to do some research. Find some interesting Business Models

STEP 2

Give each group an analogy card and ask them to read it and identify what makes the business on their analogy card successful.

STEP 3

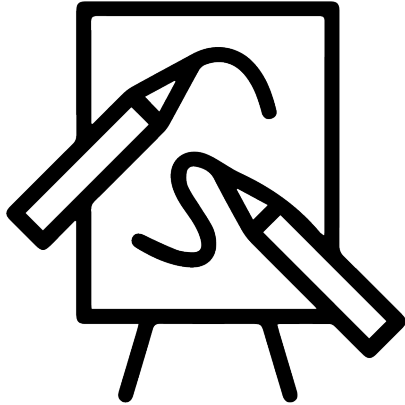
Write the success factors down on post-its and place them at the left hand side of the template.

STEP 4

Tell the participants to apply those insights to their case and write these new ideas down on the right hand side of the template.

STEP 5

Hand out a new case and a new template and repeat the exercise 3 times. Every round should take about 15 min.



Collaborative Sketching

Collaborative action is an ideation technique where we use the universal language of drawing to build upon each others ideas.

Suggested Time

15 minutes

Level of Difficulty

Easy

Materials Needed

Pen, Paper

STEP 1

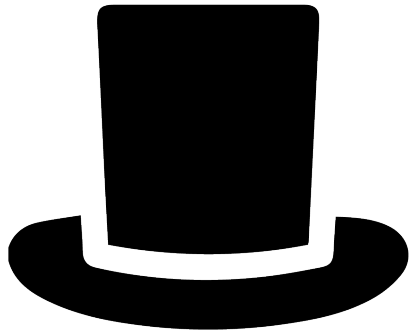
Ask participants to draw a solution - oriented idea on their template.

STEP 2

Ask participants to rotate to their neighbours seat and add to their drawings

STEP 3

If everyone is back to their original seat, they should take 5 minutes to reflect in silence before starting a group discussion.



Thinking Hats

Thinking Hats allow a range of different viewpoints and perspectives to be brought into a discussion, whilst still keeping the focus on the issue at hand. It's a technique which can be used to encourage people to look at a topic from a number of different perspectives, making what might be a very complex issue a stimulating focus point for conversation.

Suggested Time

40-120 minutes

Level of Difficulty

Easy

Materials Needed

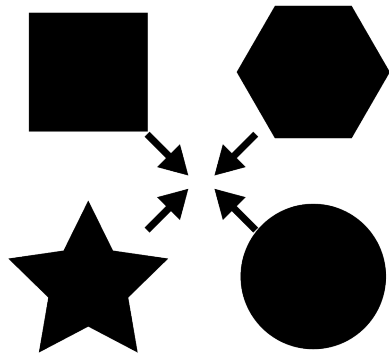
Pen, Paper, Post-it

There are two ways of using the Thinking Hats:

Everyone 'wears' the same hat at the same time. Choose one of the hats and ask everyone to contribute to the discussion from that hat's point of view. Each of the six hats is used to discuss an issue.

Everyone 'wears' a different hat and the topic is discussed from multiple points of view. All hats need to contribute sufficiently to the discussion. Hats can be switched around during the discussion, forcing people to look at the issue differently.

Both approaches help teams to engage in critical discussions.



The Value Mapping

The Value Mapping tool helps you answer this by enabling you to describe the values which are embodied in your personal work and in the wider organisation.

Suggested Time

30-60 minutes

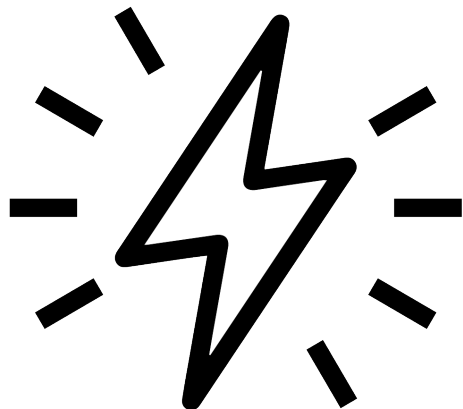
Level of Difficulty

Easy

Materials Needed

Pen, Paper, Post-it

Start by individually writing down on a piece of paper or a series of cards, what you feel is most valuable for yourself as well as for the organisation. Think of these personal values as the things that make you feel truly alive and passionately committed to what you are doing in your business. For one person it might be things like helping others, for another it might be creativity or innovation, for someone else it might be honesty, ecological awareness or leadership. Write down a lot of them – even the ones that you are aware of but are less important to you. When you have noted down a wide range of values (ten or more), place them in the relevant fields on the worksheet. Don't worry about getting it right first time – swap them around until you have them in the right place. To focus your activities, have a maximum of five in the 'Always Important' column. Ask your other team members to do the same. Once all their worksheets have been defined, these can be shared and agreed upon. Showing your completed worksheet to someone who knows you well and asking for their feedback helps to clarify what is important to you. Together you can establish what values are important to the organisation as a whole.



The Fast Idea Generator

The Fast Idea Generator helps to frame ideas, problems or opportunities in relation to different scenarios. It stretches the thinking around a concept in different directions, providing a stimulating discussion that will further strengthen the concept.

Suggested Time

15 minutes

Level of Difficulty

Easy

Materials Needed

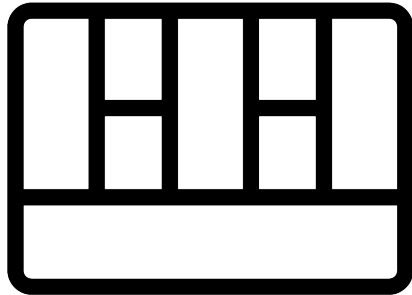
Pens, paper

STEP 1

start from an existing concept, problem or opportunity and then apply the 9 challenges suggested in the worksheet. These are simple steps to help come up with alternatives that bend, break and stretch the 'normal rules' in such a way that you can generate many surprising ideas in a short period of time.

STEP 2

review the ideas and select the best ones to further flesh them out into workable innovations.



Business Model Canvas

The Business Model Canvas is a one page overview that lays out both what you do (or want to do), and how you go about doing it; enabling structured conversations around management and strategy by laying out the crucial activities and challenges involved with your initiative and how they relate to each other.

Suggested Time

60-120

Level of Difficulty

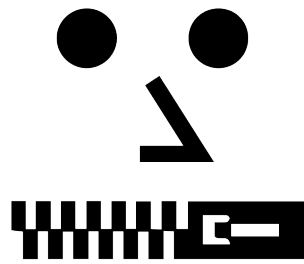
Difficult

Materials Needed

Pens, paper, post-it

To make a Business Model Canvas, the easiest way to start is by filling out what you do. This helps keep the focus on your main goal as you fill out the other building blocks of the canvas. From there you can build on that goal and see how it can be achieved by adding details about the other activities and resources you have.

Start from a blank canvas and add notes with keywords to each building block of the canvas. If you use 'sticky notes' for this, you can move ideas around as you fill out each building block in the canvas. You may want to colour-code elements related to a specific client segment.



Silent Critique

Silent Critique is a method used by designers, researchers and content strategists to provide insightful and thought-provoking feedback to improve our work.

Suggested Time

10-15 minutes

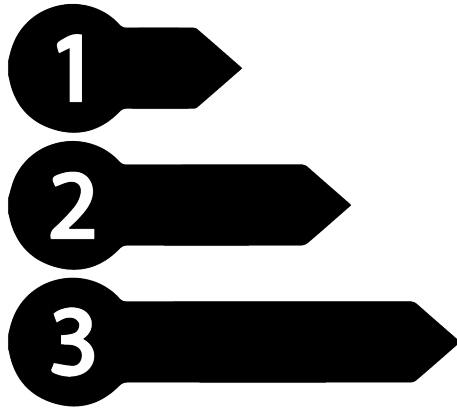
Level of Difficulty

Easy

Materials Needed

Dot Sticker

Give everybody a bunch of dot stickers. Then, without speaking, everybody looks at the different storyboards and puts a sticker on every idea or part of an idea they like. There are no limits to how many stickers you can use, and I don't even prevent people who want to brazenly vote for their own ideas. By the end, you've got a kind of heat map, and some ideas are already standing out.



Prioritize Matrix

Priority Matrix can be useful. These simple diagrams help you choose the activities you should prioritize and the ones you should avoid, if you want to make the most of your time and opportunities.

Suggested Time
30-60 minutes

Level of Difficulty
Medium

Materials Needed
Pens, paper

STEP 1

List the major activities that you want to or need to complete.

STEP 2

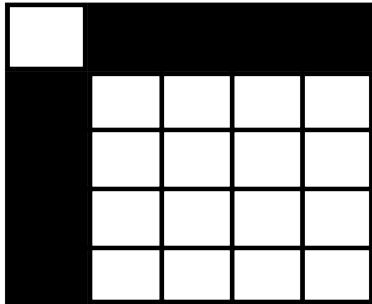
Score these on impact (from, say, 0 for no impact to 10 for maximum impact), and on effort involved (from, say, 0 for no real effort to 10 for a major effort).

STEP 3

Plot the activities on the Action Priority Matrix, based on your scores.

STEP 4

Prioritize appropriately, and delegate or eliminate low-impact activities.



Heuristic Ideation Technique Matrix

The Heuristic Ideation Technique (HIT) is a way of generating new product-ideas. The technique allows you to quickly explore many combinations of attributes and enables you to systematically search for new product-ideas.

Suggested Time

30-60 minutes

Level of Difficulty

Medium

Materials Needed

Pens, paper

To set up the game, participants decide on two categories of attributes that will define their matrix. For example, a toy manufacturer might look at its product line by type (vehicles, figures and dolls, puzzles, and instruments) and by type of play (racing, simulation, construction). Participants use these lists to populate a matrix, creating a grid of new possible combinations.

In playing the game, participants look across the cells for unusual or surprising combinations. These become the seeds of new ideas.