

Scrappy Design Thinking

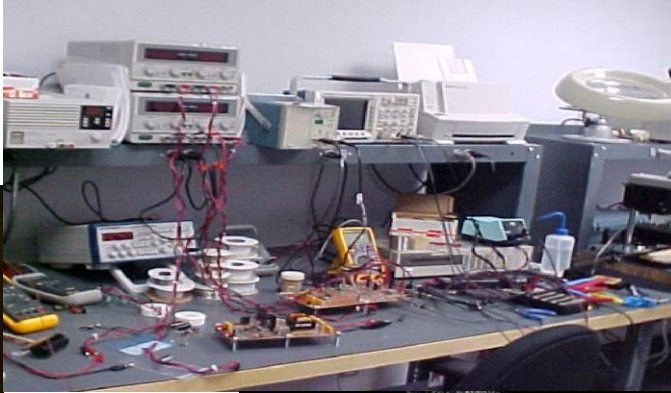
HANDOUTS

Workshop Facilitator
Kimberly Wiefling, M.S.

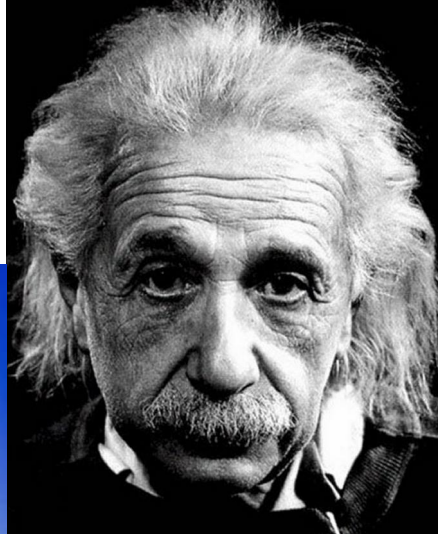
Image Ref: <http://www.thesolitarywriter.com/2012/11/just-2-hours-to-get-creative-innovative.html>

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Kimberly
Wiefling



Physicist
by
Education



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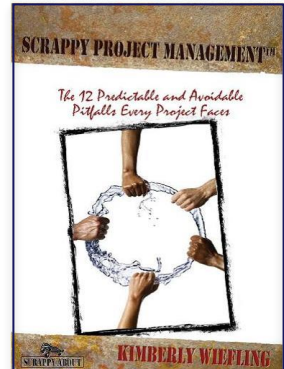
7 Eng. Jobs in 10 Years



Silicon Valley Startups



Silicon
Valley
Alliances



10 years



(Hewlett Packard)



cādence

Panasonic

INFORMATICA

Silicon Valley Startups



vmware



CISCO

intuit.

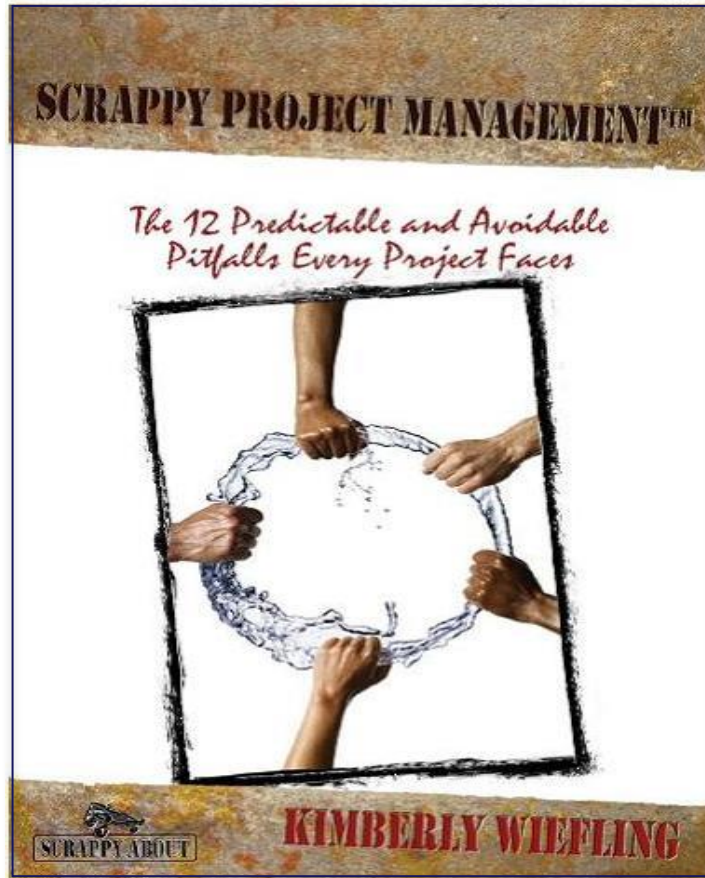


YAMAHA



mazda

SUNTORY



Scrappy Project Management

土壇場プロジェクト 成功の方程式

回避可能な12の落とし穴



キンバリー・ウィーフリング

Kimberly Wiefling

田中健彦・訳

さあ進もう、
「ど根性」で行こう!

可能性が厳しく、どう見ても不可能に見えるときでも、
一筋の光明を見出して結果を出すための、知恵を凝縮

日経BP社 ● 定価(本体1600円+税)

How Does Change Feel?



Caterpillar



Pencil



PERT Chart

Kodak

- Founded in 1889 and bankrupt in 2010.



Ref: <https://www.kodakmoments.com/>

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Guess
who
invented
the
digital
camera?

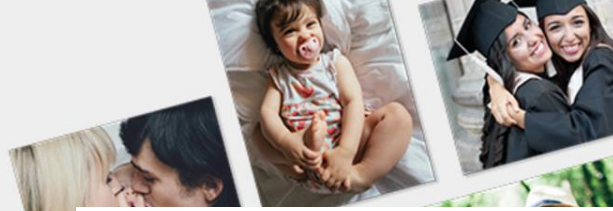


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Consu
lting,
Inc.
Use
with
Attribu
tion
OK.

But, wait! There's more!



Printing from your phone
is closer than you think



\$192 OF INK INCLUDED!
2 YEARS OF INK!



Kodak ad in SFO:
“Some pictures
are worth
printing.”

How Did Fuji Overcome the Crisis and Thrive?

The critical element in Fujifilm's success is diversification. In 2010, the film market dropped to less than 10% compared to 2000. But Fujifilm, which once made 60% of its sales with film, diversified successfully and managed to grow its revenue by 57% over this ten years period while Kodak sales fell by 48%.

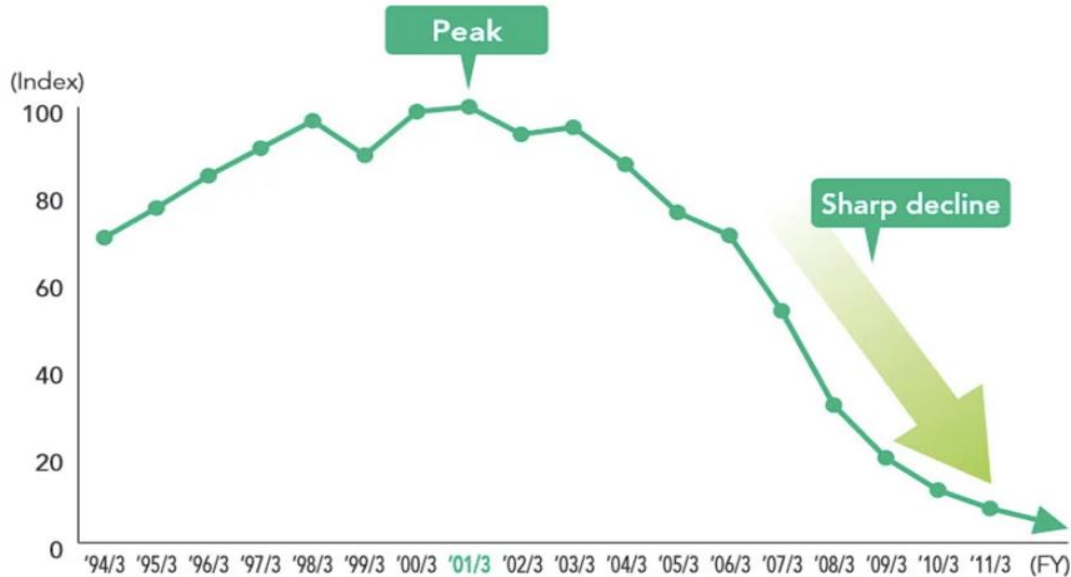
	2000	2010
Kodak Sales	\$14 billion	\$7.2 billion (- 48%)
Fujifilm Sales	¥1.4 trillion	¥2.2 trillions (+57%)

Source: Kodak and Fujifilm Annual Reports.

Kodak & FujiFilm

Trends in total world demand for color film and changes in revenue composition

■ Index is based on 100 for FY2001/3



. . . as the president of Fujifilm remembers: “a peak always conceals a treacherous valley.”

Source: Fujifilm Integrated Report 2017

How many years did it take for AT&T to adopt voicemail recordings after their invention in 1900?

REF:



▲ A device circa 1970, when it was still strange for people to talk to machines.

Origins

On Hold

HOW A TELEPHONE MONOPOLY AND A FEAR OF WIRETAPPING HUNG UP THE ANSWERING MACHINE FOR DECADES

By April White

IN THE SPRING of 1900, twenty-four years after Alexander Graham Bell introduced the telephone, a Danish inventor named Valdemar Poulsen unveiled the “telegraphone” at the Exposition Universelle in Paris. It was an engineering marvel—Poulsen recorded sound on a wire using nothing but a magnet, similar to the principle that underlies computer hard drives—and it was a minor social miracle, an antidote to Bell’s constantly ringing telephone. The telegraphone was the world’s first answering machine.

“It is easy to see that such an apparatus would be a great convenience, especially for a man of business,” opined the *London Daily News*. “The experts present professed astonishment at what it can do,” the *New York World* announced following tests in the United States.

Not everyone was overjoyed. AT&T, which held a monopoly on the U.S. phone system and forbid the use of third-party technology, suppressed the innovation for more than half a century, according to research by Mark Clark, a historian of technology. “If at any time there was a reasonable probability that such a device was connected at one end or the other . . . it would greatly restrict the use of the telephone,” an AT&T executive wrote in 1930.

A big concern was that the device would be used not just to answer calls but to record conversations. The American Telegraphone Company, which had attempted unsuccessfully to market the machine, claimed that AT&T feared the device’s ability to record calls. It would deter “illegitimate uses of the telephone in corrupt business schemes and in social duplicity”—thus depriving the phone company of up to a third of its business.

Meanwhile, AT&T scientists were building their own version of the answering machine. For six months in 1934, callers to Bell Laboratories were greeted by a recorded message and prompted to leave their own. But it would be another 17 years before AT&T offered the technology to its customers. ♦

How many years did it take for AT&T to adopt voicemail recordings after their invention in 1900?

50!

REF:



▲ A device circa 1970, when it was still strange for people to talk to machines.

Origins

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Guess who
invented
the
Graphical
User
Interface
(GUI)?



Problem-solving



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2018.

Design Thinking

WIKIPEDIA

The Free Encyclopedia

English

5 817 000+ articles

Español

1 508 000+ artículos

日本語

1 141 000+ 記事

Русский

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Italiano

1 511 000+ voci

Português

1 018 000+ artigos

Deutsch

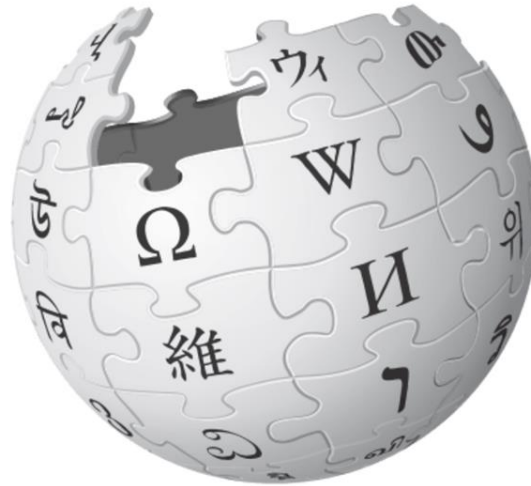
2 278 000+ Artikel

Français

2 086 000+ articles

中文

1 047 000+ 條目



Polski

1 322 000+ haseł

Evolution of the Mobile Phone



**Motorola
8900X-2**



**Nokia
2146**



**Nokia
3210**



**Nokia
6210**



**Ericsson
T39**



**Alcatel
OT511**



**Samsung
E250**



**Apple
iPhone**



**BlackBerry
Curve 8900**



**Samsung
Galaxy S2**



**Samsung
Galaxy S4**



**Sony Xperia
Z Ultra**
Wifli
XX
Confa
lting,
Inc.

Innovate or Die!



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Why didn't they create the first successful hybrid or electric car?



Why didn't music recording companies invent iTunes?



Why didn't Tower Records . . . ?



Ref: <http://www.brooklynvegan.com/watch-the-trail-3/>

Why didn't Motorola invent digital phones?

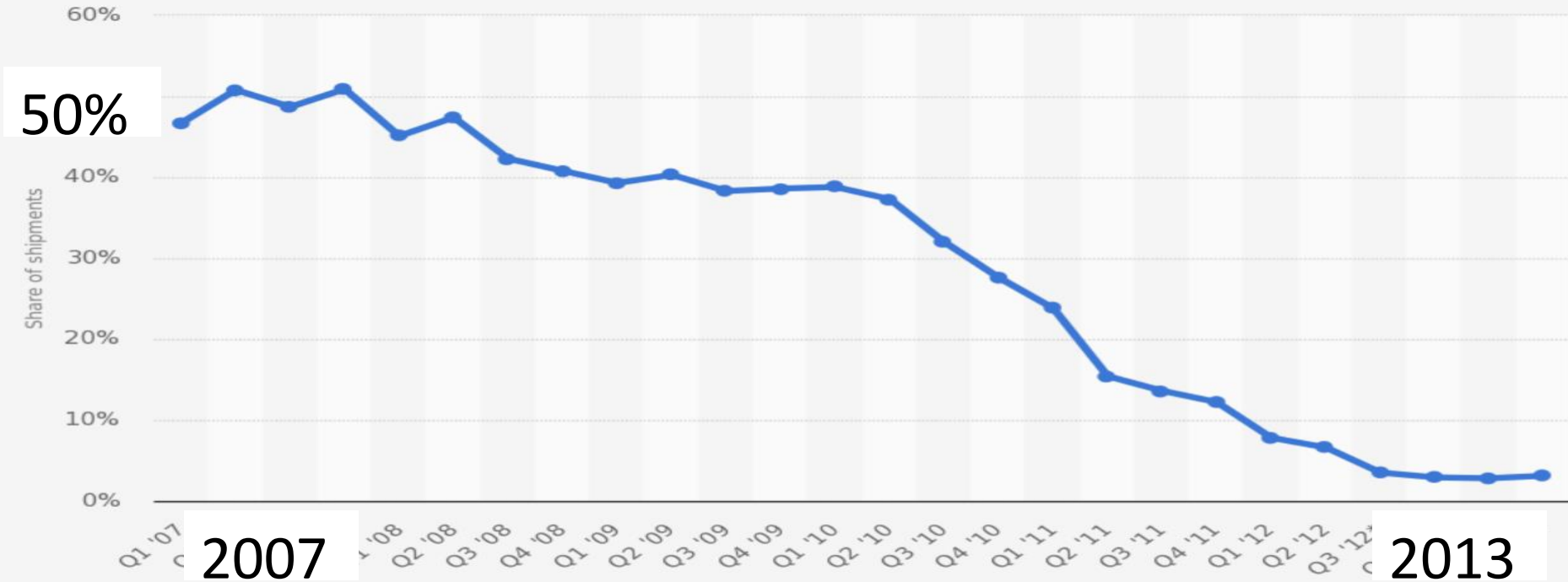


Why didn't Nokia invent personal digital assistants?



Nokia

● 50% market share in 2007 & ~ZERO in 2013.



Blackberry Rim

Top of the world in
2007 and 1 year
later bankrupt.



Why didn't Palm invent the Smart Phone?



Why didn't taxi companies invent Uber or Lyft?



UBER



Why didn't Marriott or Hilton create AirBnB?



sears

CLOSING

DISCOVER
MORE
REWARDS

WELCOME TO THE SEARS STORE

WELCOME TO THE SEARS STORE



Why didn't Blockbuster Video . . . ?



Ref: <https://www.digitaltrends.com/home-theater/blockbusted-blockbuster-shutter-remaining-stores-kill-movie-mail-program/>



Copyright
Silicon
Valley
Alliances &
Wielding
Consulting,
Inc

Why own videos when there is NetFlix?



NetFlix disrupted themselves, streaming videos even while they were still shipping movies with CDs to their customers.



Why didn't Borders Books. . . ?





amazon.com[®]



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Inc.
2017.

Why own music CDs when there is Pandora or Spotify?

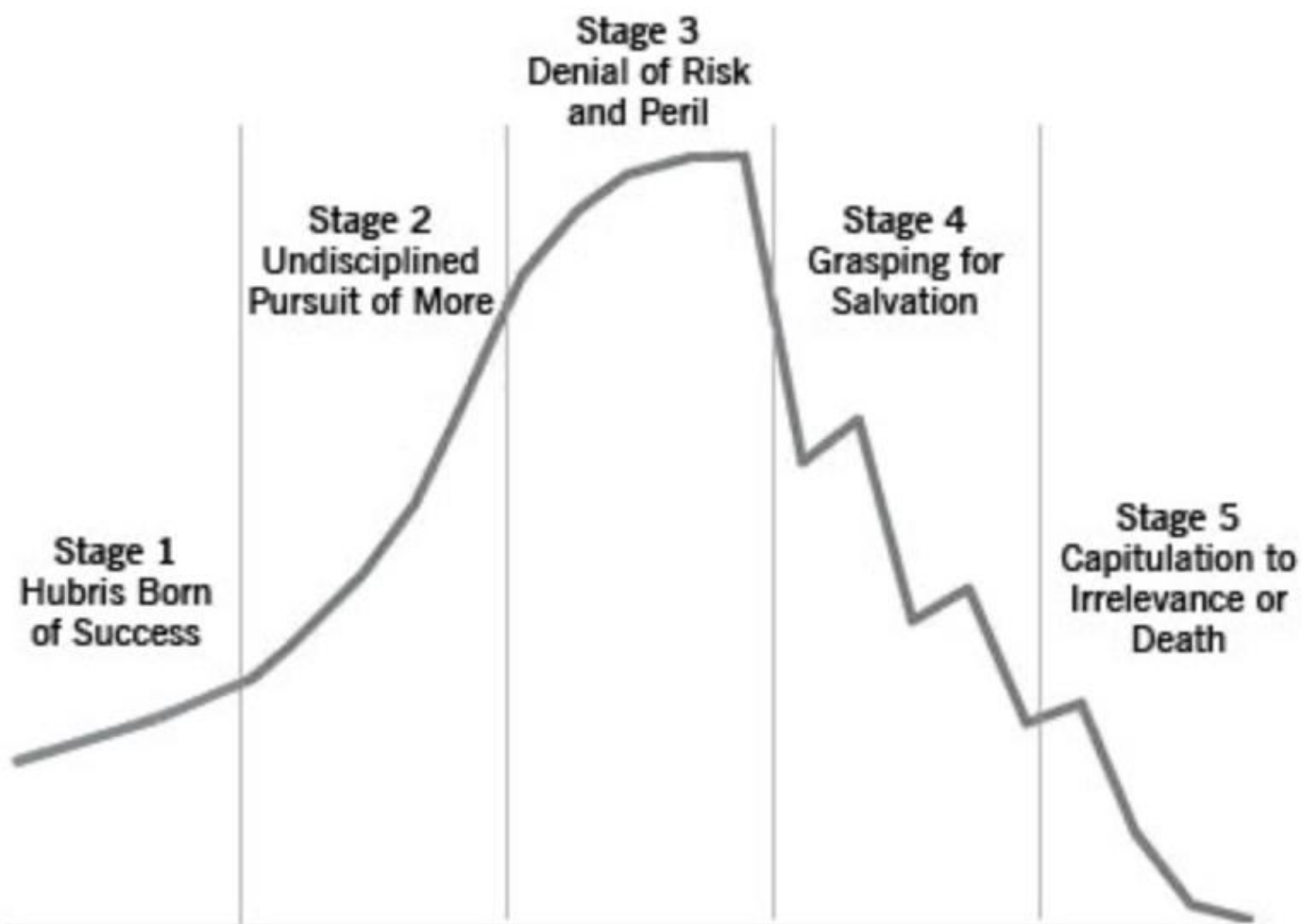


HOW THE MIGHTY FALL

AND WHY SOME COMPANIES
NEVER GIVE IN

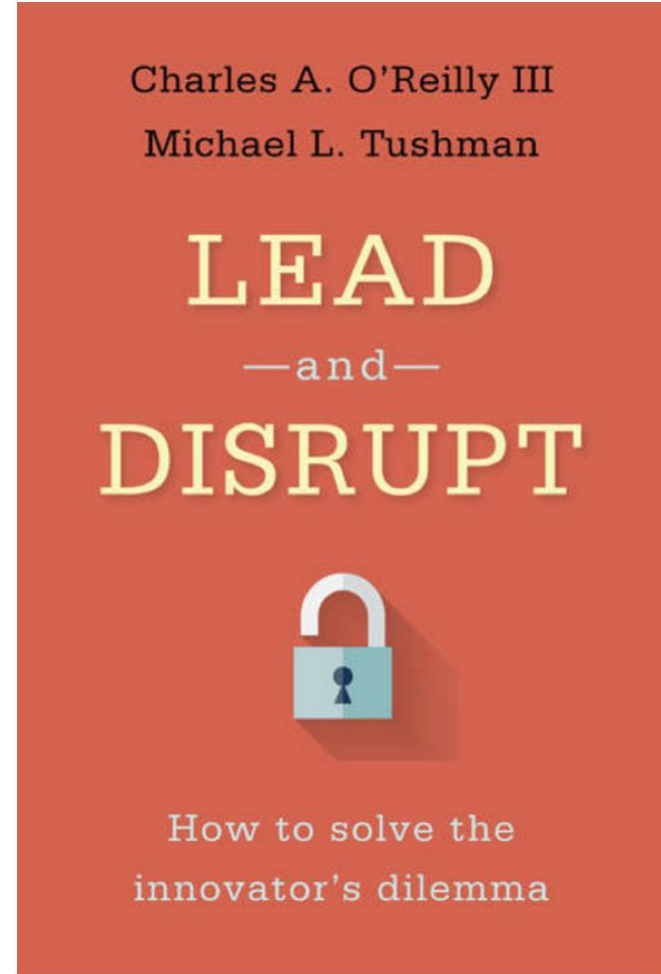
JIM COLLINS

BESTSELLING AUTHOR OF *GOOD TO GREAT*

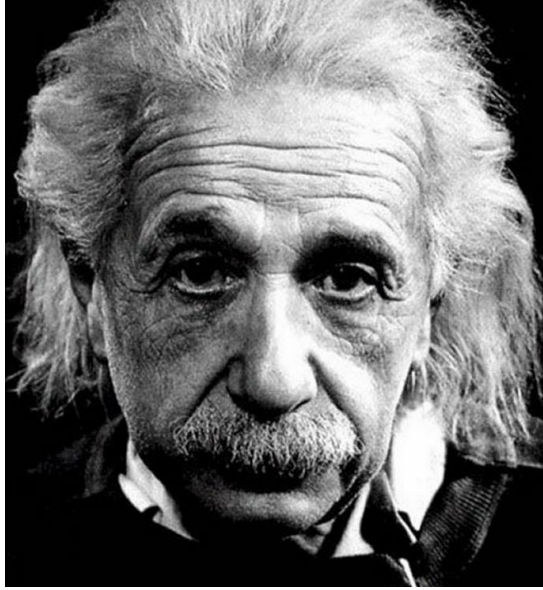


LEAD & DISRUPT!

... how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

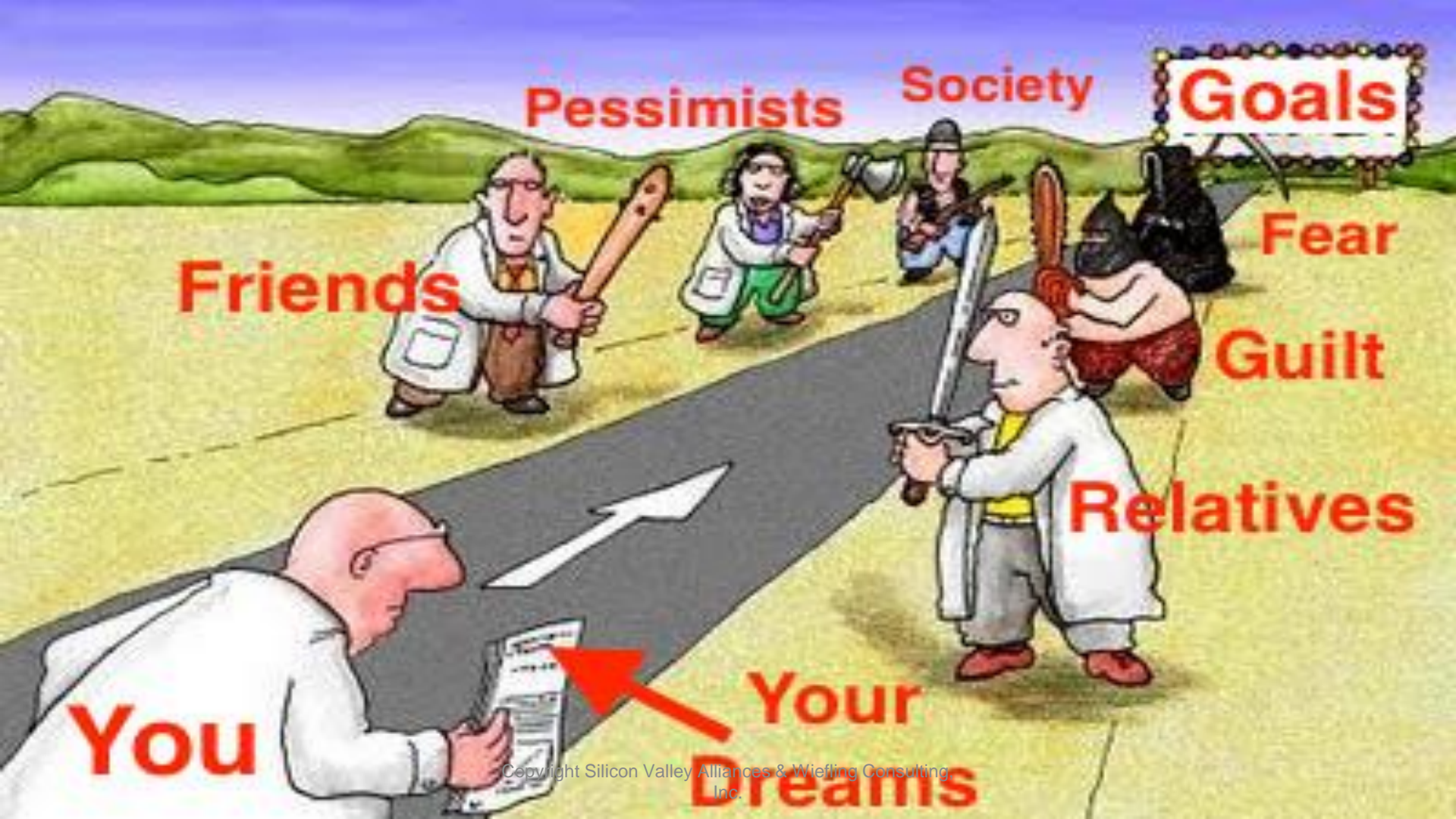


Impossibilities



**“If at first the idea is not absurd,
then there is no hope for it.”**

- Albert Einstein



Pessimists

Society

Goals

Friends

Fear

Guilt

Relatives

You

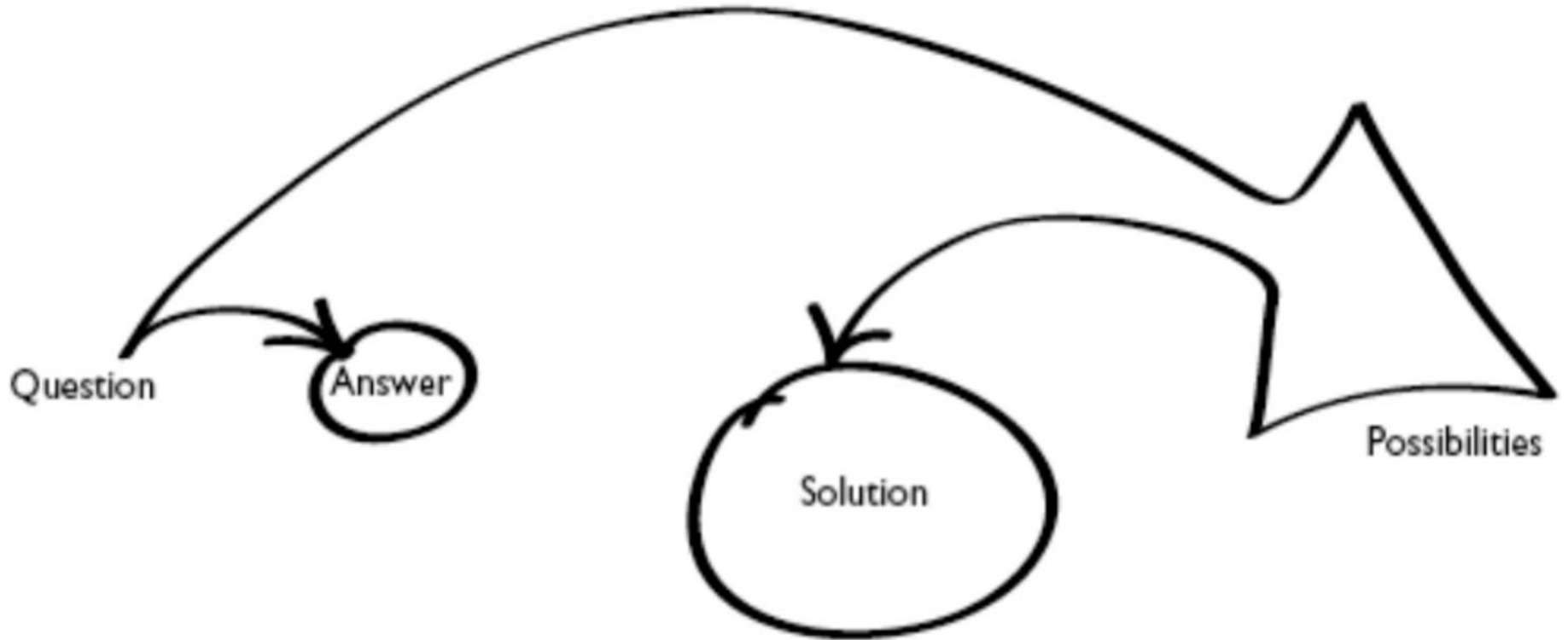
Your

Dreams

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Inc.



a Faster Horse

a Car



Overcoming the Wall of “No!”

「NO」の壁を克服



Problem-solving Design Thinking



Thinking from the Future



**START
HERE**

Future
State

Current
State

Feedback



Design Thinking vs. Problem-solving

Kimberly Wiefling



**Much better
BREAKTHROUGH
Solution!**



Problem

Traditional Problem-solving

solution

Ref: De Bono's "Lateral Thinking".

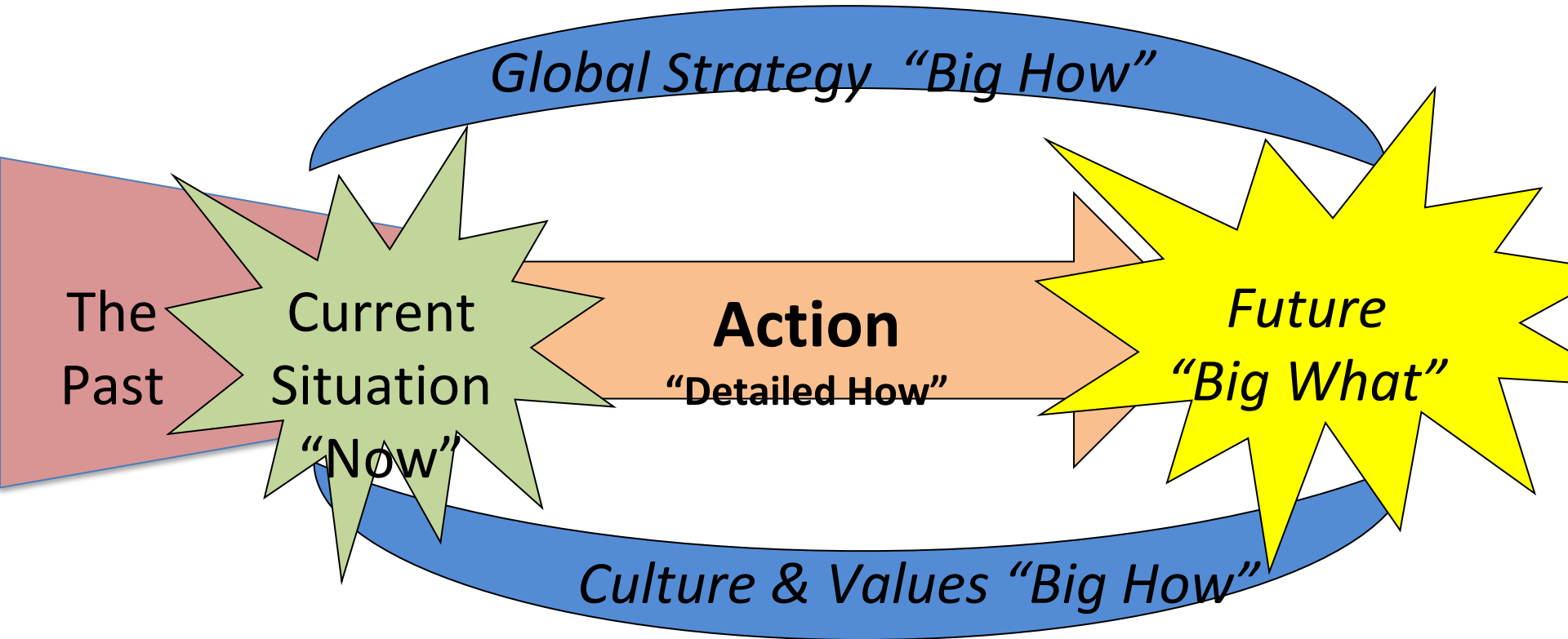
Start in the Future

Present **HOW**



Future
WHO & WHAT

Strategy & Culture “Guardrails”



This Gap Analysis Pulls Us Towards the Future





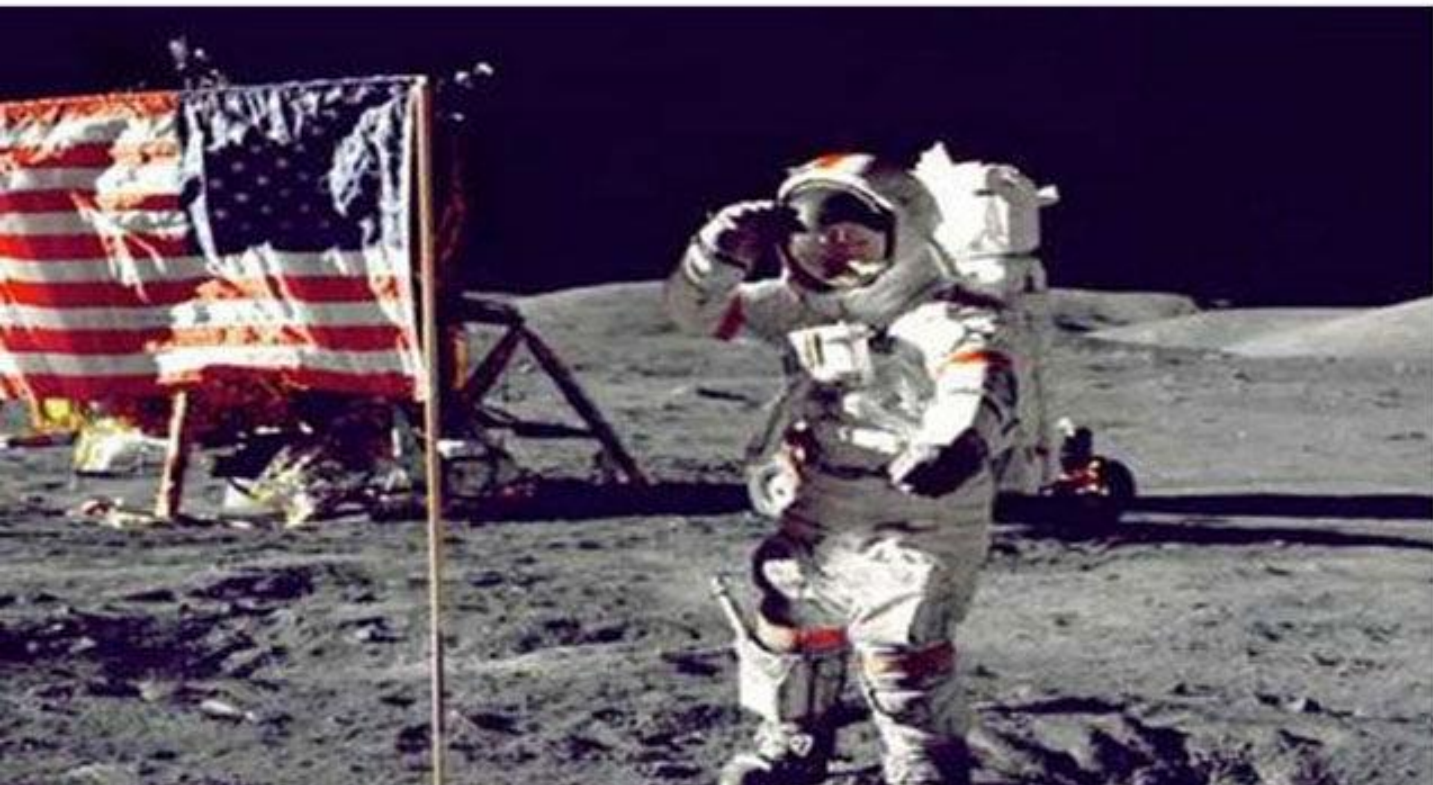
**Desired
Future
Goal**

**Many Paths May
Lead to Your
Goal**

Today

IMPOSSIBILITIES that
HAPPENED

1 A rocket will never be able to leave the Earth's atmosphere." — New York Times, 1936



10

"There will never be a bigger plane built." -- A Boeing engineer, after the first flight of the 247, a twin engine plane that holds ten people



11

"The wireless music box has no imaginable commercial value. Who would pay for a message sent to no one in particular?" - Associates of David Sarnoff responding to the latter's call for investment in the radio in 1921



Powered Human Flight



- Controlled, powered flight had seemed impossible until Orville Wright took off on the 17th December 1903.
- The key to the Wright Brother's success was that their engineering had gone beyond the trial and error methods of their contemporaries. Having only very limited resources they

Apollo Space Program, first man on the moon



- May 1961: President John F. Kennedy's Speech implores congress to fund a project to safely put a man on the moon before "the end of the decade".
- July 1969: Goal was achieved as Apollo 11 commander Neil Armstrong stepped off the Lunar Module's ladder and onto the Moon's surface

Egyptians build The Great Pyramid

- The Great Pyramid is constructed with approx. 2,300,000 limestone and granite blocks, weighing between 2.5 and 50 tons each
- No corner of The Great Pyramid base is more than one-half inch higher or lower than the others. With the pyramid's base covering more than thirteen acres, this near-perfect leveling far exceeds even the finest architectural standards of the present day.



Ref: A. Shtub et al, Project Management: Engineering, Technology and Implementation, Prentice Hall, Inc., 1994.

Liberty Ships



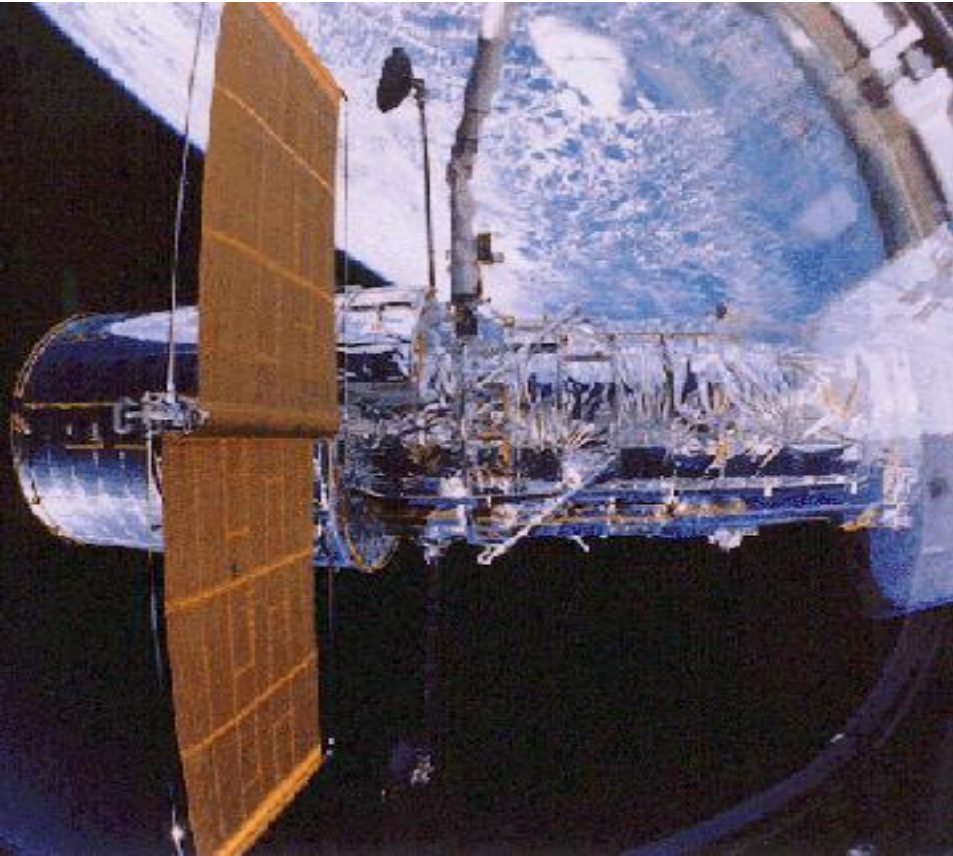
- Liberty ship was designed for "Emergency" construction in World War II.
- **2,751** Liberty ships were launched, beginning in 1941, and built to a standardized, mass produced design.
- 250,000 parts were pre-fabricated throughout the country in 250-ton sections and welded together in about 70 days.

Boeing 777 Jumbo Jet



- June '95: Boeing announces development of the 777. Later that month, Boeing's board authorizes production.
- October '97: First flight of 777. Made history in May '98 when it was awarded certification simultaneously from the US FAA and European JAA. Service entry with Cathay Pacific

Hubble Telescope Repair



- A flaw in Hubble's main mirror reduced its ability to focus. The mirror was too flat near the edge by $\frac{1}{50}$ th the width of a human hair.
- Seven astronauts needed to service Hubble practiced for a year-and-a-half. They spent hundreds of hours practicing the uses of

Relationship Between Creativity & Innovation?

Relationship Between Creativity and Innovation



CREATIVITY

+

Apply to Create Value

=



Creativity and Innovation

Value	High	Valuable due to Scarcity Examples?	Innovation Examples?	
	Low	Commodities Examples?	Creativity Examples?	
	Small	Different, Unusual, New		Big

Types of Innovation



New product

New service

New business model

Process improvement

Faster

Higher quality

More cost efficient

Safer

New market

Introduction to Design Thinking

Full article: http://www.ideo.com/images/uploads/thoughts/IDEO_HBR_Design_Thinking.pdf

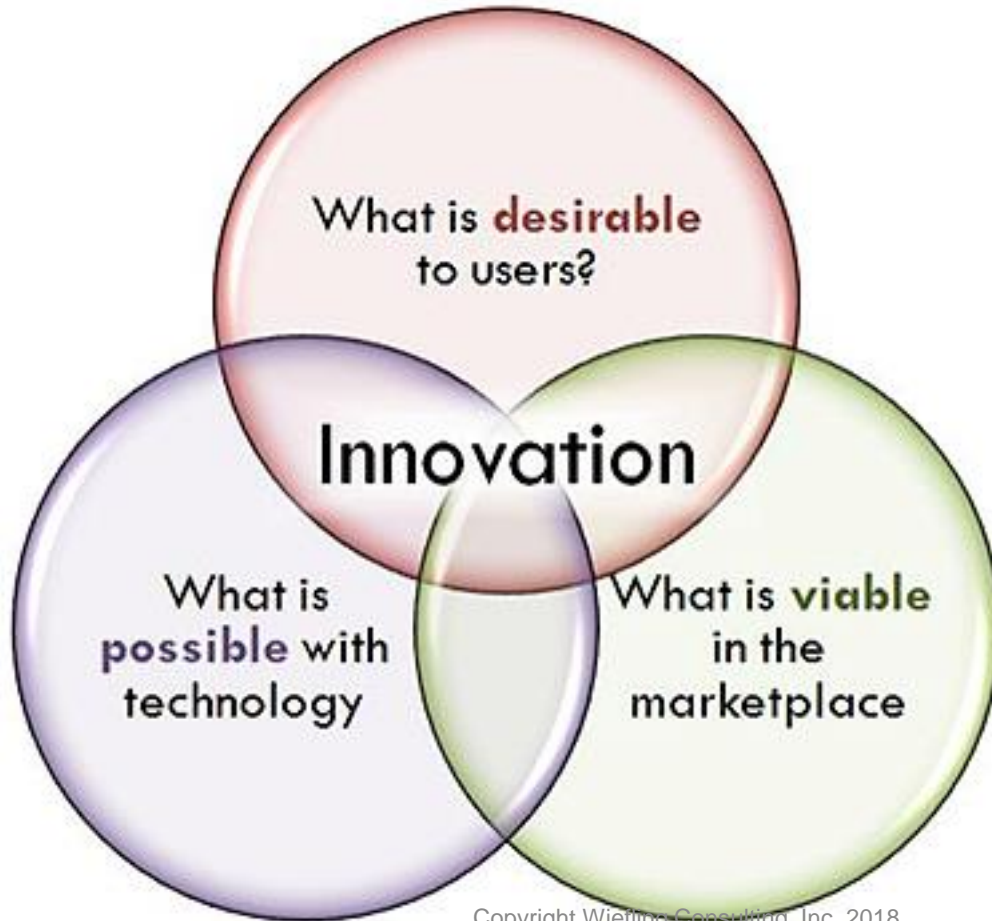
The Harvard Business Review has just published a really fascinating article by Tim Brown CEO of IDEO on Design Thinking. Brown describes the personality of a Design Thinker, and it is a very coherent joining of creativity and emotional intelligence. Here are Brown's characteristics to look for:

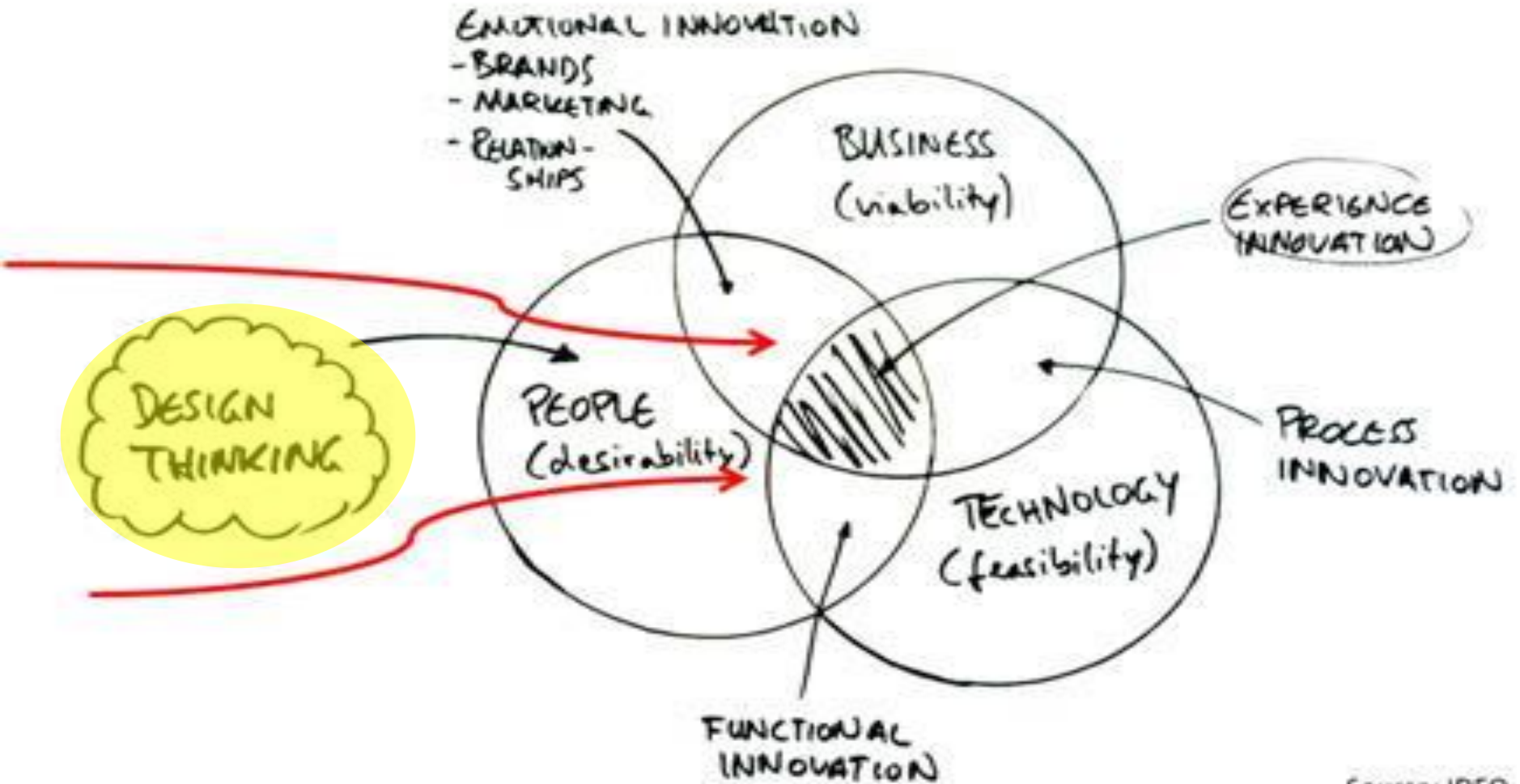


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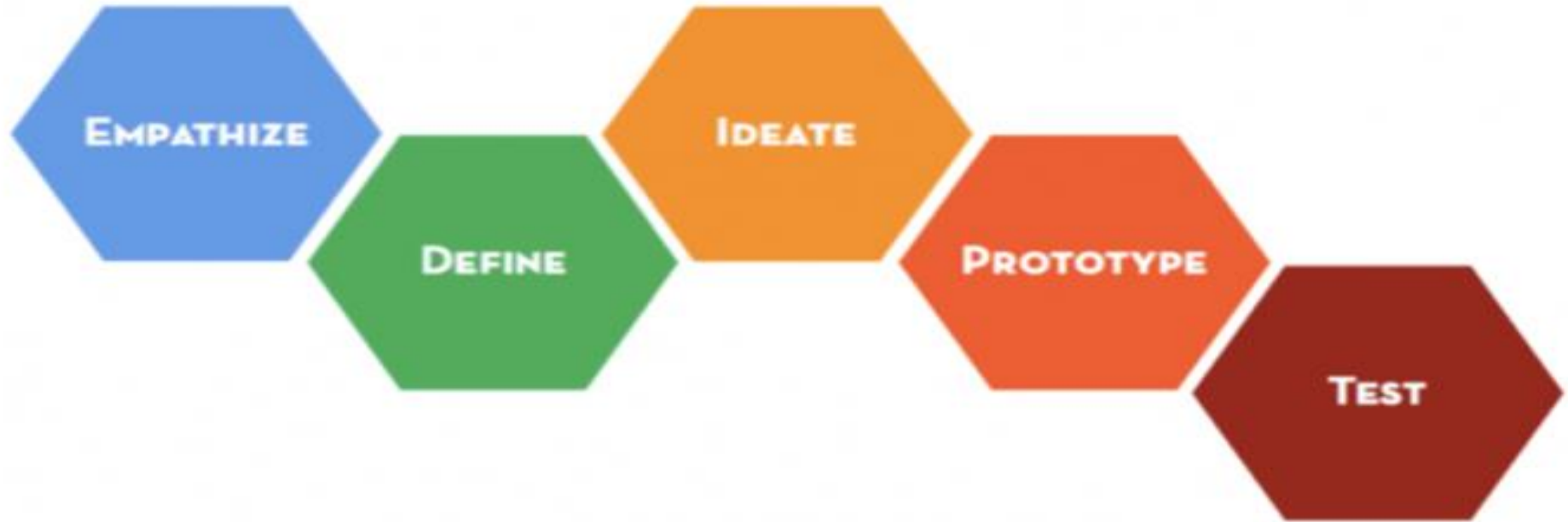
Human-centered Definition of Innovation







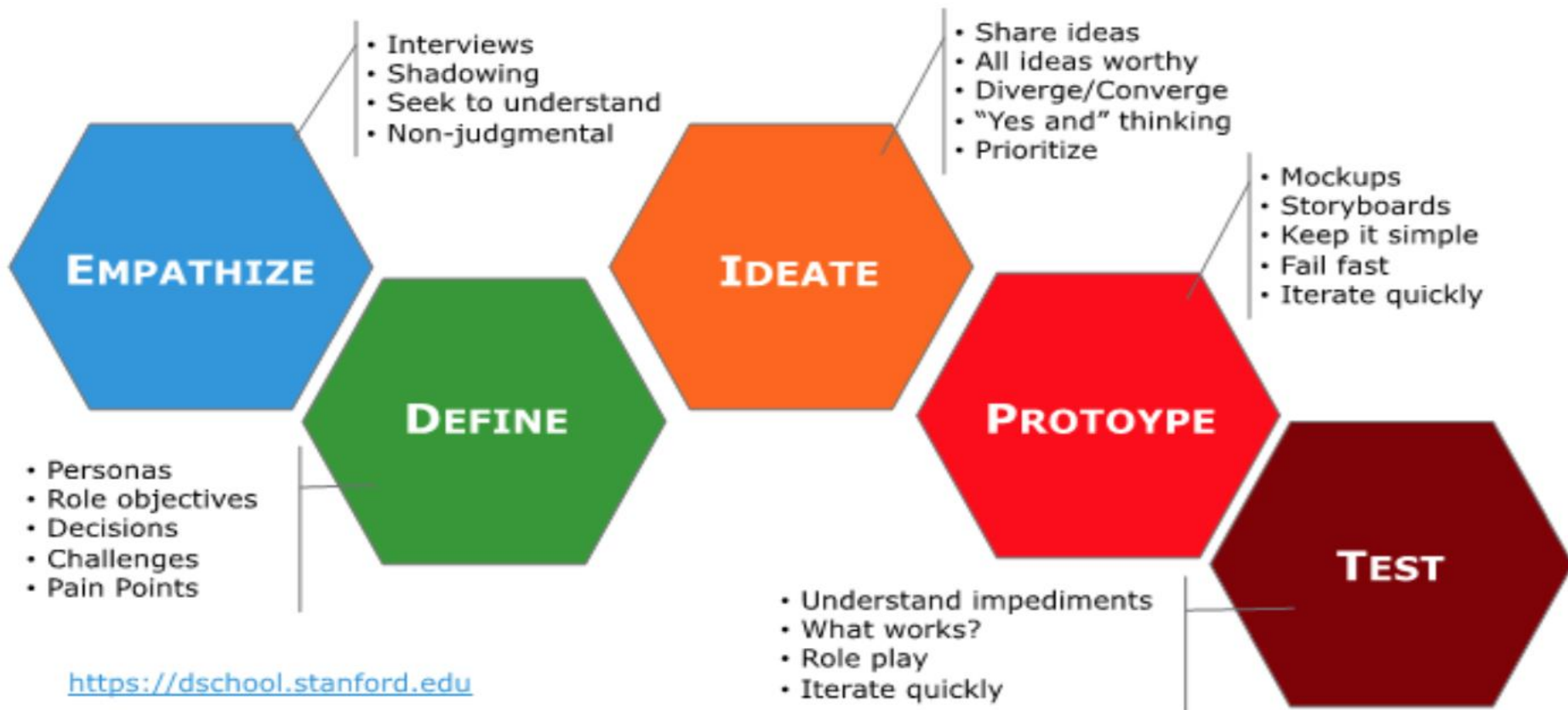
Classic Definition of Design Thinking



Classic Definition of Design Thinking



Stanford d.school Design Thinking Process



- Empathize – with people
- Define – a challenge
- Ideate - possibilities
- Prototype - solutions
- Test – and incorporate feedback

(Repeat!)

Personality of a Design Thinker

O . . . I . . . CEE!

- Optimism
- Integrative Thinking
- Collaboration
- Empathy
- Experimentalism

NASA's Creativity quiz

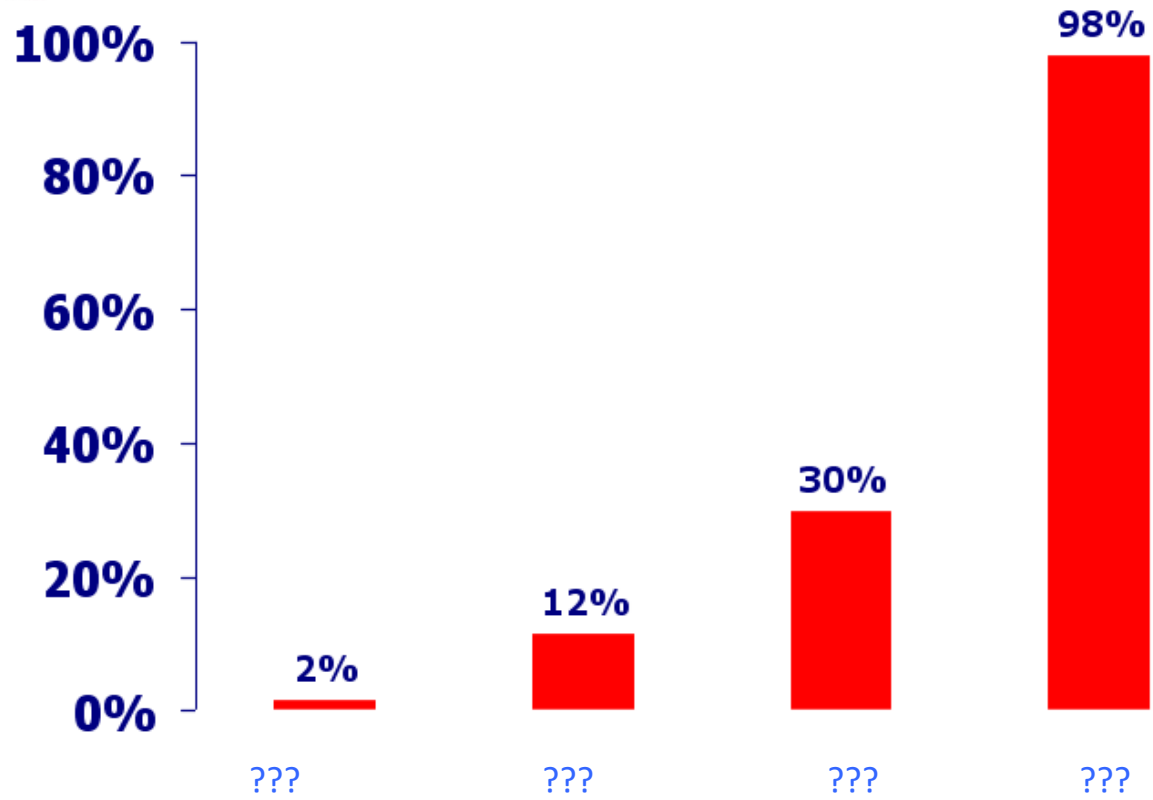


1600 kids took the quiz
at ages 5, 10, 15 . . .





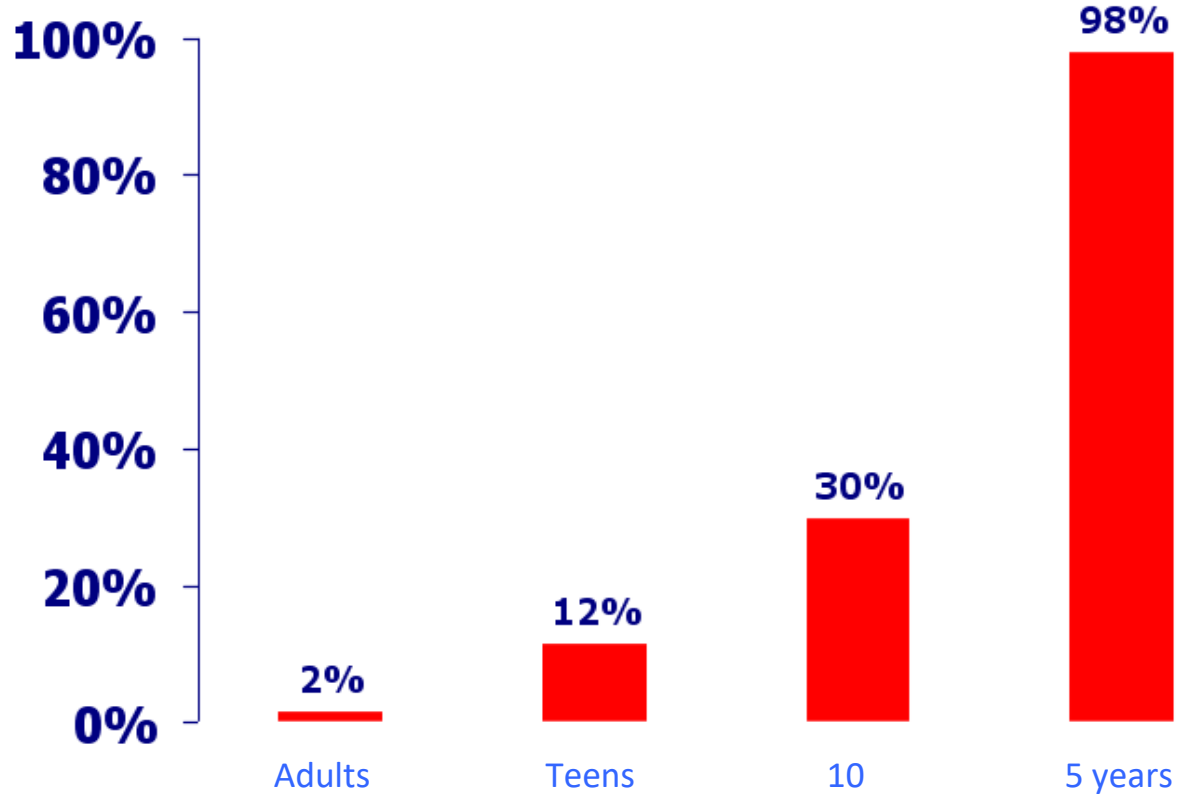
Guess the Results: Creativity vs. Age



Ref: [Breakpoint and Beyond: Mastering the Future Today \(Paperback\)](#) by [George Land](#) (Author), [Beth Jarman](#) (Author), [George Land](#) (Author), [Beth Jarman](#) (Author)



RESULTS: Creativity vs. Age



Take Necessary
Risks

Learn from Mistakes

Fail Forward

Scrappy Design Thinking Overview

A brief overview of how to achieve
what SEEMS “impossible”, but is
merely difficult.

AND . . . why not
JUST START DOING STUFF??!!

S.T.O.P.

- **S**top
 - **T**hink
 - **O**rganize
 - **P**lan
- ... and THEN ... GO!

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"Recipe" for Results





Scrappy Project Management

土壇場プロジェクト 成功の方程式

回避可能な12の落とし穴

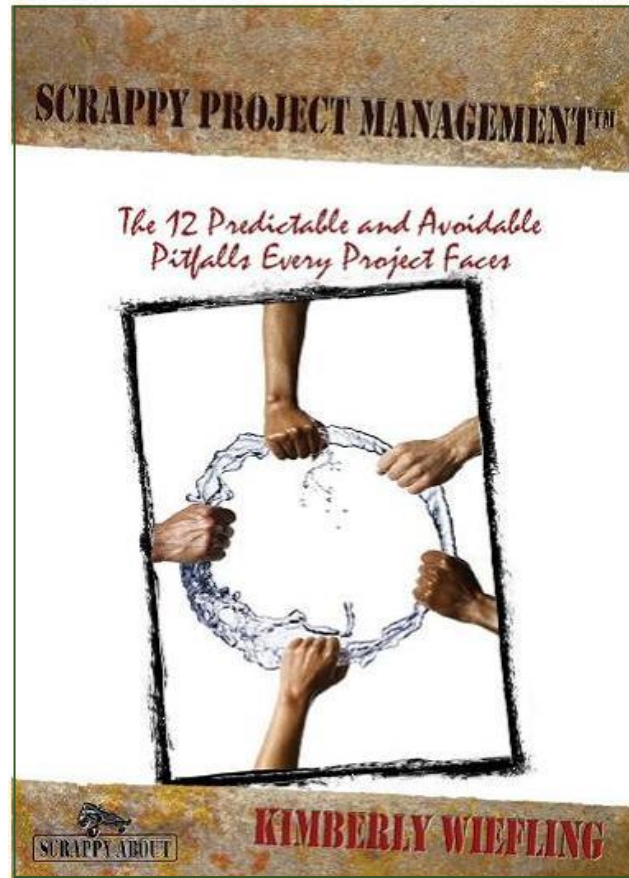


キンバリー・ウィーフリング
Kimberly Wiefling
田中健彦・訳

さあ進もう、
ど根性で行こう!

可能性が厳しく、どう見ても不可能に見えるときでも、
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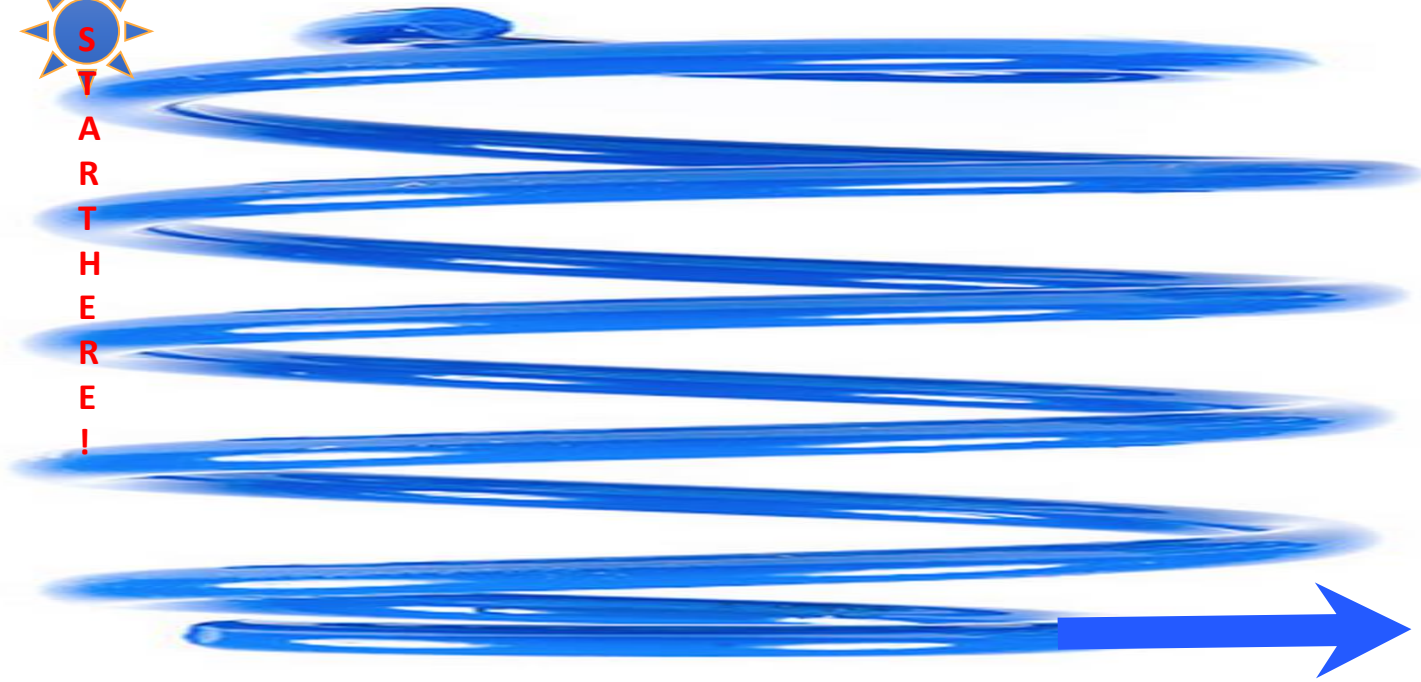
日経BP社 ● 定価(本体1600円+税)



AGILE – It's a spiral, not a waterfall



S
T
A
R
T
H
E
R
E
!



It's Iterative . . .

Start
here:

Why?

Who?

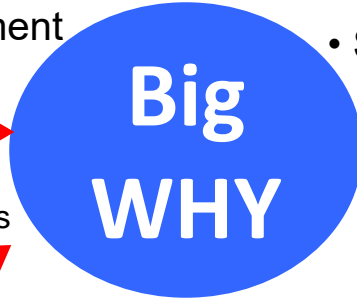
How?

What?

Scrappy Project Management

How to Achieve (seemingly impossible) Results

- “What if” Challenge Statement Rev. 1



- S.T.O.P. (Stop Think Organize Plan)
- Ask Why 5 Times
 - Find a Purpose Beyond Profit

- Prototype Test w/Stakeholders
- Iterate based on feedback



- Brainstorm Ideas
- Cross-pollination of Ideas
- Select Ideas for Experiments
- Big Why NOT – Facts?
- Revised “Challenge Statement”
- Success Score Card w/Measures



- Stakeholder Analysis
- Customer/User Journey
- Empathy Map
- Persona
- Value Chain Analysis
- “Success” through the eyes of Key Stakeholders

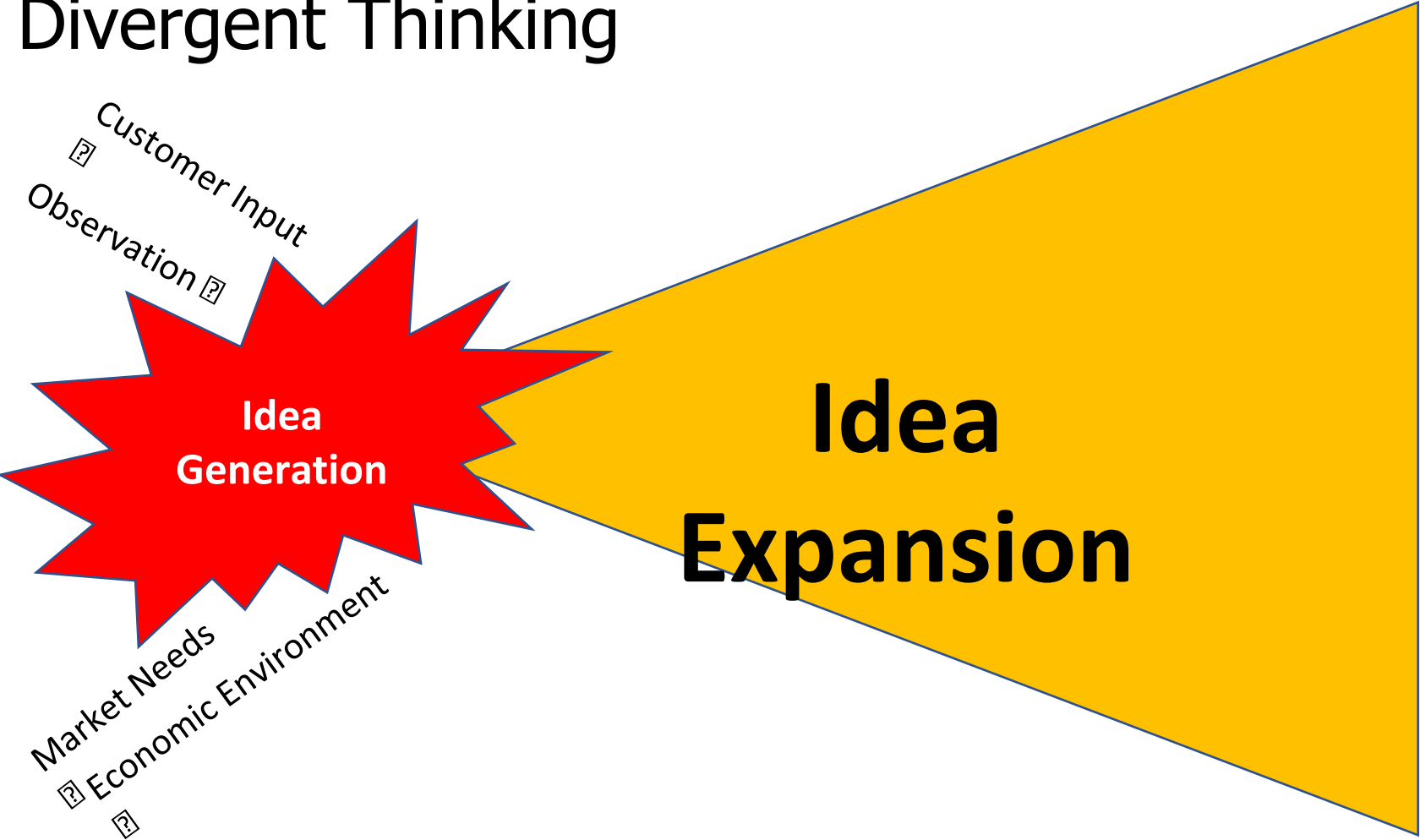
Divergent Thinking

Customer Input
Observation

Market Needs
Economic Environment

**Idea
Generation**

**Idea
Expansion**



How many ideas are required?





The Third 1/3

First 1/3



Common
Ideas

Second 1/3



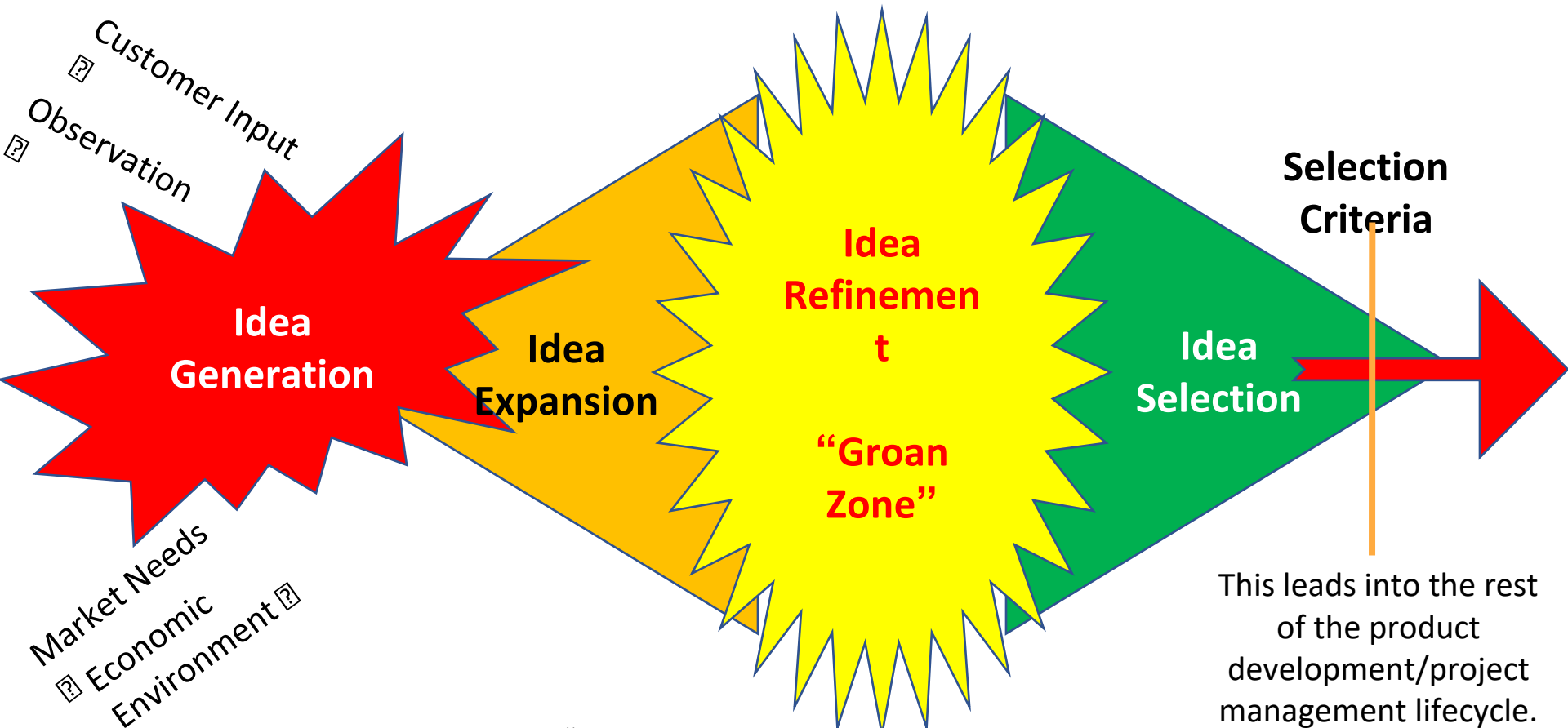
More Creative
Ideas

Third 1/3



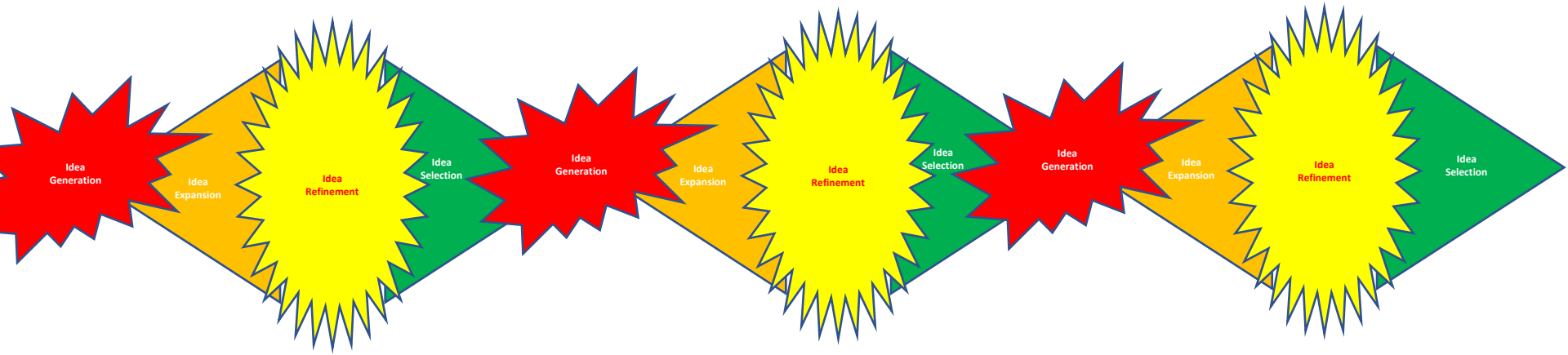
Out-of-box
Creativity

“Diverge before Converging”



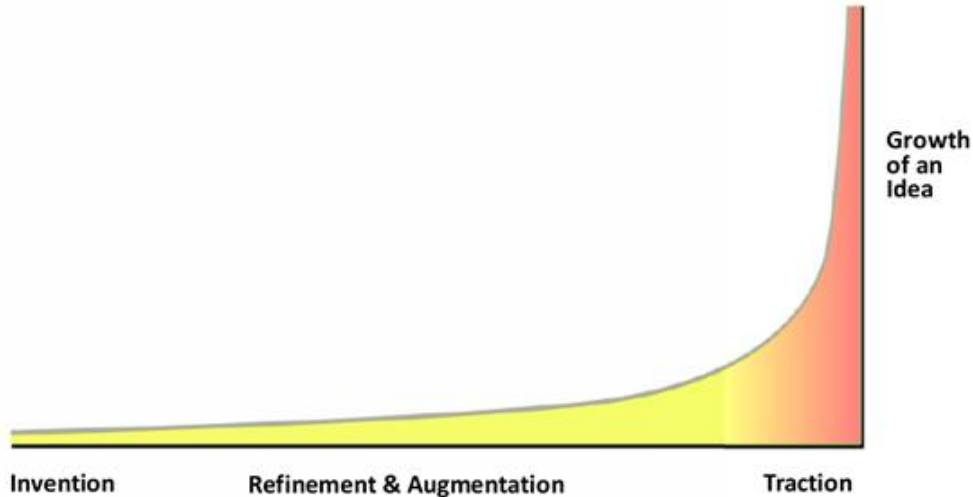
Use “DDDC = Disagree Debate Decide

Innovation Along the Lifecycle



- Use tools from your creativity toolbox:
 - during the initial idea generation phase.
 - to innovate all along the value chain.
 - to get “unstuck” when you get stuck.

The Long Nose of Innovation



“the bulk of innovation behind the latest “wow” moment (multi-touch on the iPhone, for example) is also low-amplitude and takes place over a long period—but well before the “new” idea has become generally known, much less reached the tipping point.” – Bill Buxton
Ref: <http://www.billbuxton.com/>

Big WHY



Cut it in half?

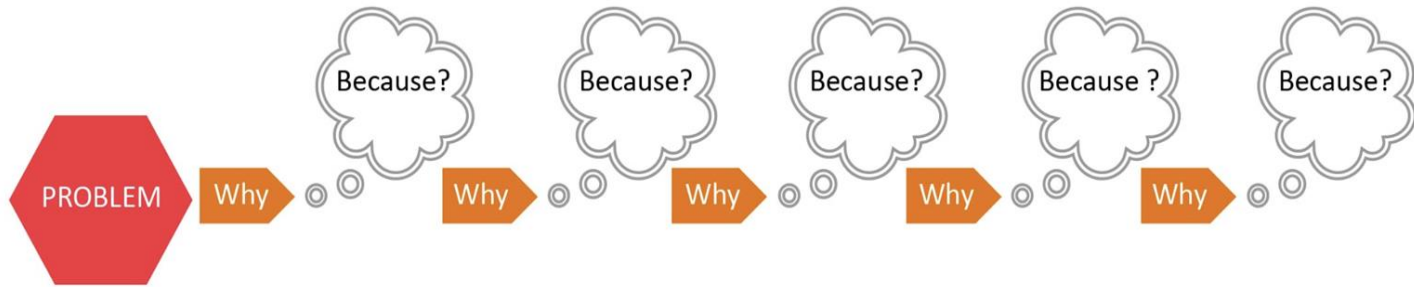
Neither person wants half a pumpkin?







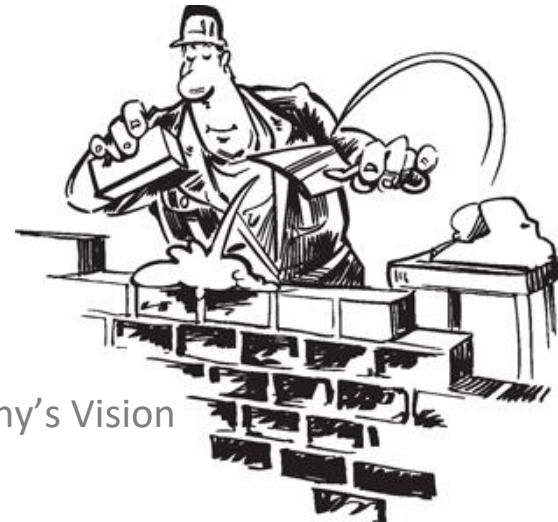
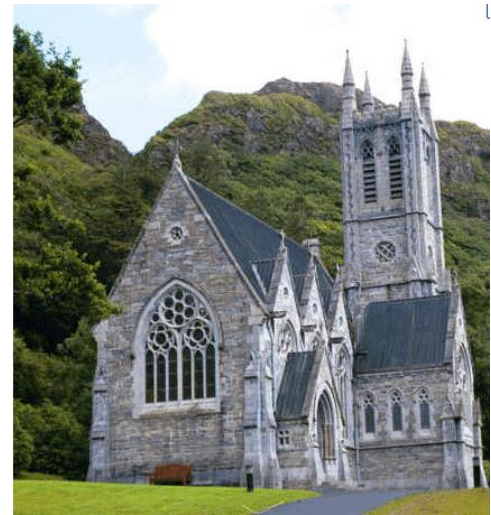
BIG WHY



“Big Why”

This is the ultimate reason for existence, what is sometimes called “Core Purpose”:

- an inspiring and motivating “Reason for Being” that transcends a profit motive.
- a deep, philosophical purpose for the existence of the organization.



Ref: Jim Collins and Jerry Porras, HBR, Building Your Company’s Vision

“Big Why” Examples

“Core Purpose Is a Company’s Reason for Being.”

- Jim Collins and Jerry Porras, HBR, Building Your Company’s Vision

3M: To solve unsolved problems innovatively

Cargill: To improve the standard of living around the world

Fannie Mae: To strengthen the social fabric by continually democratizing home ownership

Hewlett-Packard: To make technical contributions for the advancement and welfare of humanity

Lost Arrow Corporation: To be a role model and a tool for social change

Pacific Theatres: To provide a place for people to flourish and to enhance the community

Mary Kay Cosmetics: To give unlimited opportunity to women

McKinsey & Company: To help leading corporations and governments be more successful

Merck: To preserve and improve human life

Nike: To experience the emotion of competition, winning, and crushing competitors

Sony: To experience the joy of advancing and applying technology for the benefit of the public

Telecare Corporation: To help people with mental impairments realize their full potential

Wal-Mart: To give ordinary folk the chance to buy the same things as rich people

Walt Disney: To make people happy

Big WHO

Priority Car Parts

Rank the #1, #2 and #3 Priorities

Transmission	Engine	Ignition	Cooling System	Driver's Seat
Brakes	Gas Pedal	Steering Wheel	Heater	Air Conditioner
Passenger's Seat	Wheels and Tires	Lights	GPS System	Rearview Mirror

WHY?

Purpose of Car = Inexpensive place to live

WHO?

Me!



There I Fixed It

Recipe for Getting Results

“A recipe doesn’t
make cookies, but
it’s a good start!”



Overall Goal Statement: _____



Start with “Why?”

- Ask “Why?” 5 Times . . .

Focus on “Who?”

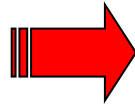
- Ask “Who will judge success?”

- Who cares? Help? Hinder? Impacted?

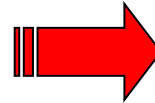
“Good to Great” Recommendation



WHO?



WHAT



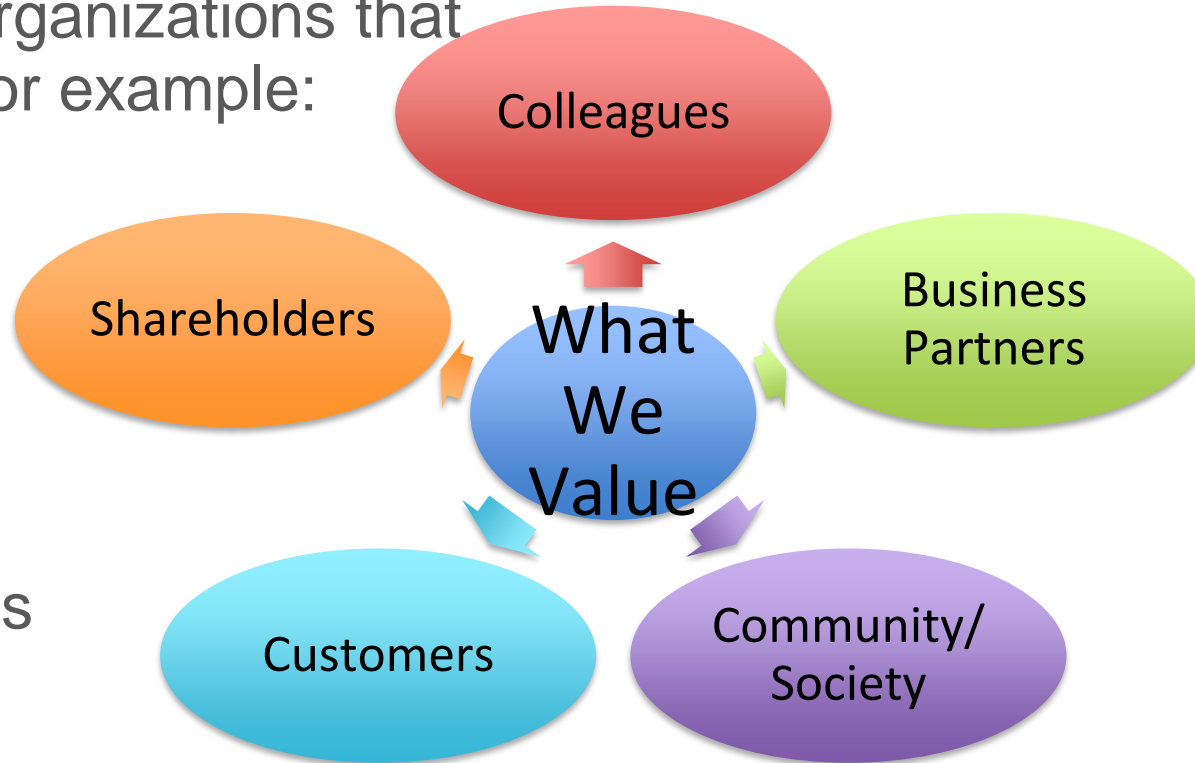
HOW?

Ref: Jim Collins, Good to Great.

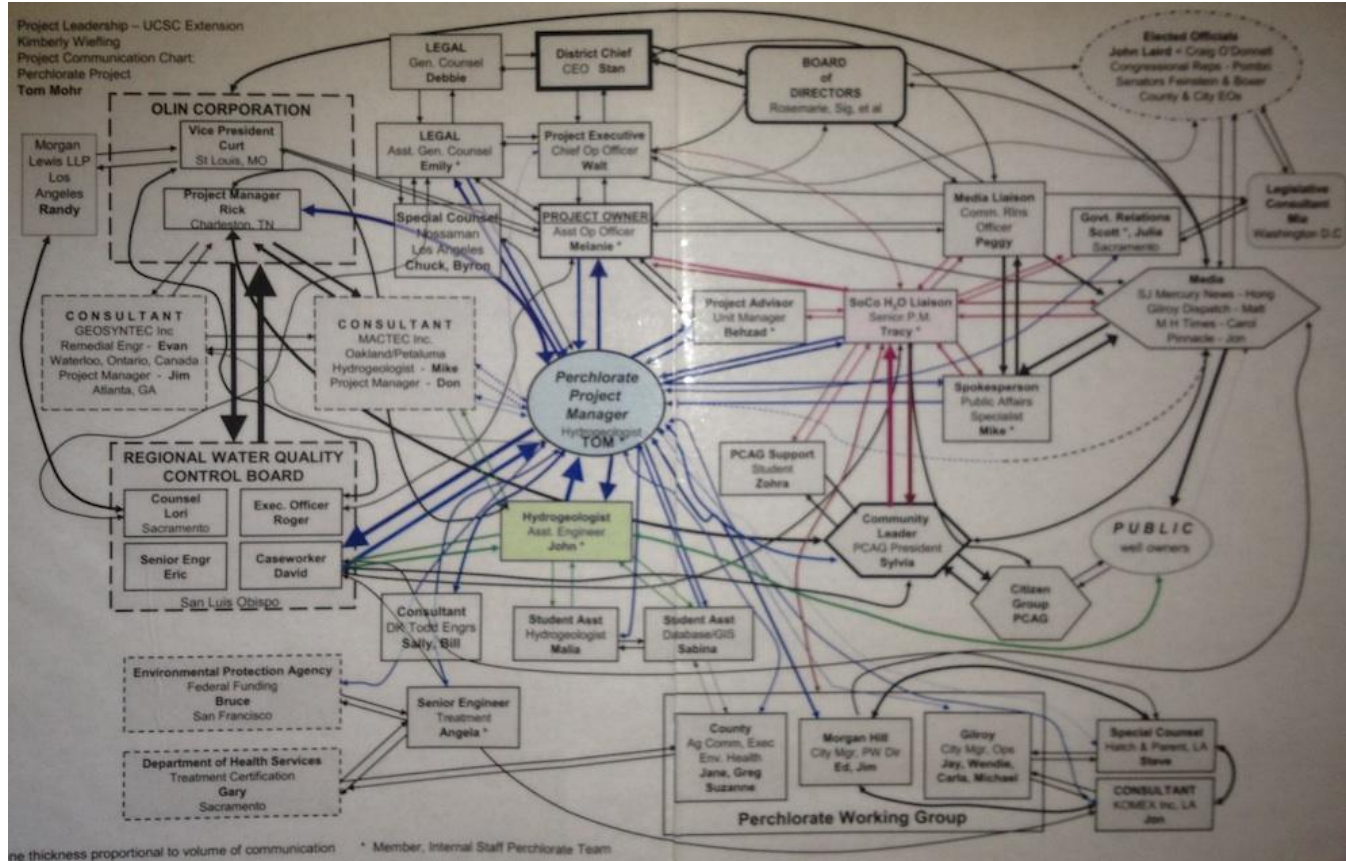
“Big Who”

These are our stakeholders – individuals, groups, organizations that are impacted by us, for example:

- Customers
- Partners
- Suppliers
- Employees
- Families of Employees
- Shareholders
- Communities



Reality is More Complex



Ref: Project Leadership & Communication, Tom Mohr. Used with permission.

Pigeon Way Stakeholder Analysis



BUT
E!

Stakeholder Analysis

CUST. Facing Activities

Prioritize

Employees

ME

E-Team

Ray

BOARD

Investors

Contracts

MKTG.
TIMMERMAN

JOE G.
SALES

SALES
Rep.

SALES VP's

Account Manager

Buy in!

Field Engineers

L.C.
Core
Team

-Benefits!
ROI!

"Cust. Support"
"Communication"
"Dark Head to Start from scratch"

Customers

"Asia Experience"
Customer
"Get Product"

Customers
"Delighted"

Focused
Organized
Efficient
Knowledgeable

"Organized, Efficient"
"Best Product"
Profess. and Team
Engagement Per

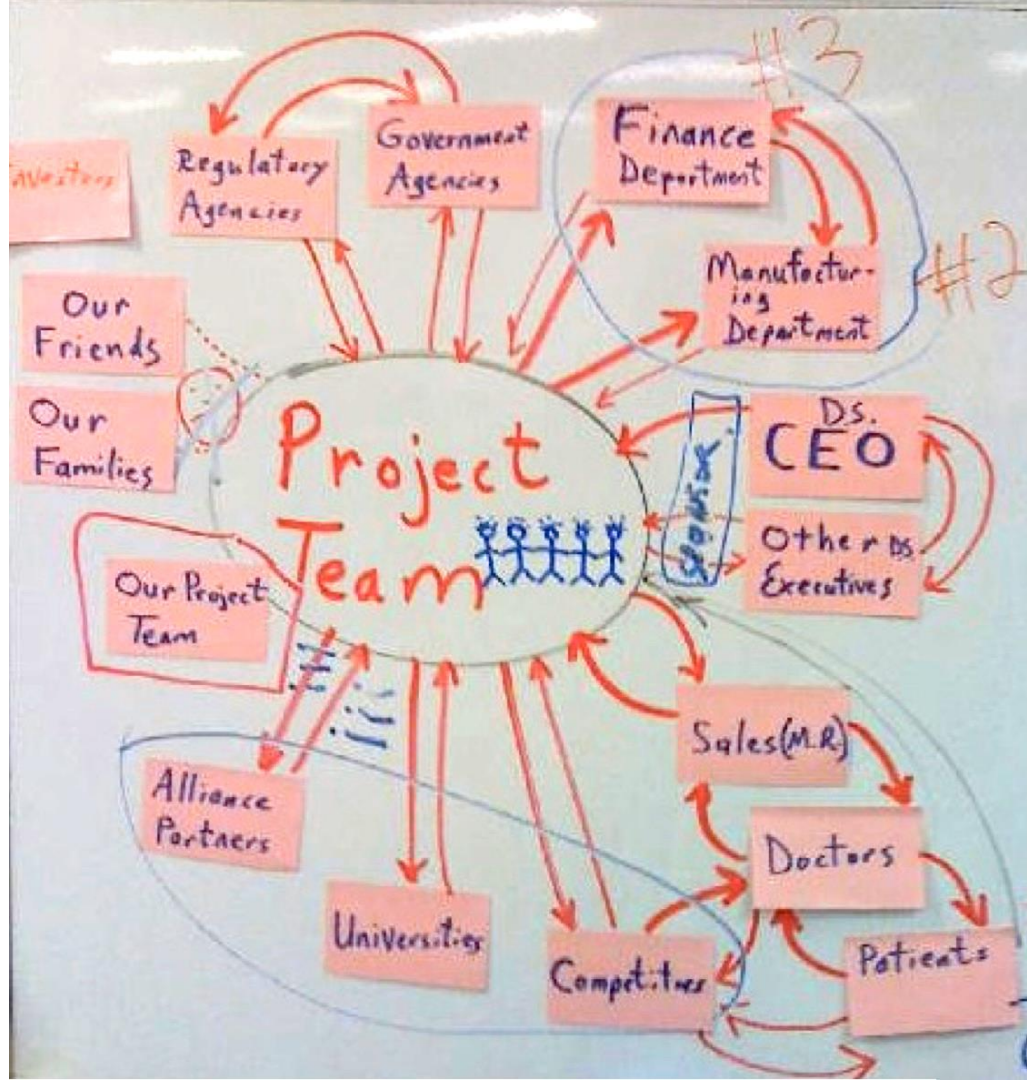
IMPLEMENT.
JEREMY.

PHIL B.
T. SUPPORT

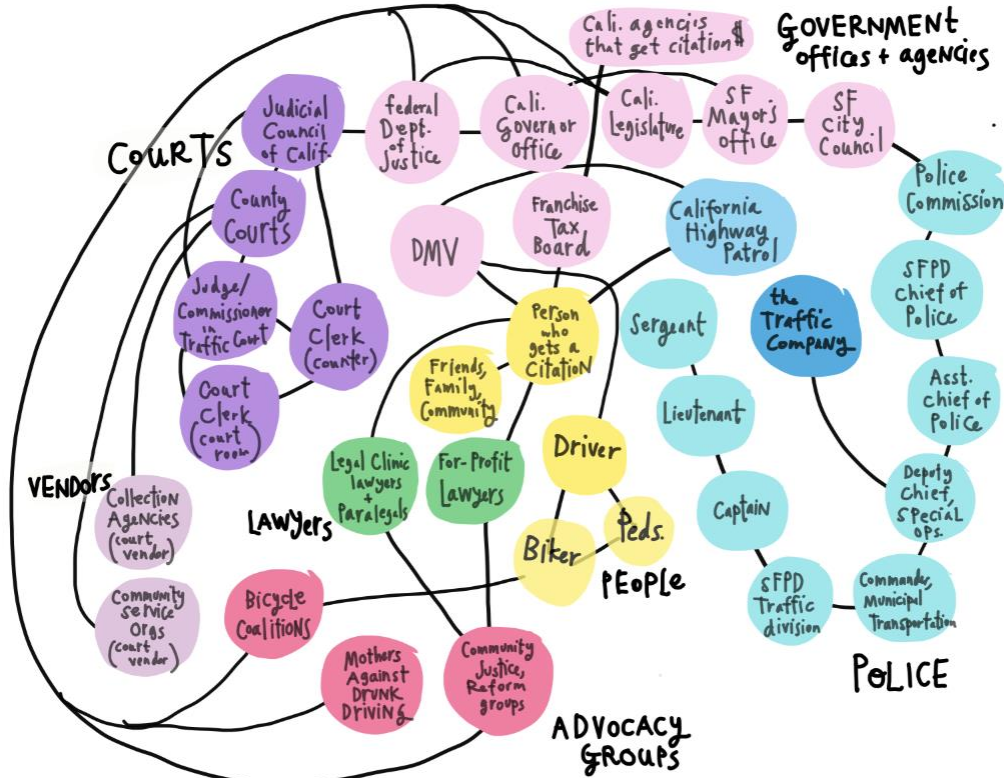
Deployment System Engineering

Engineering
Lead

System Engineering
Team.

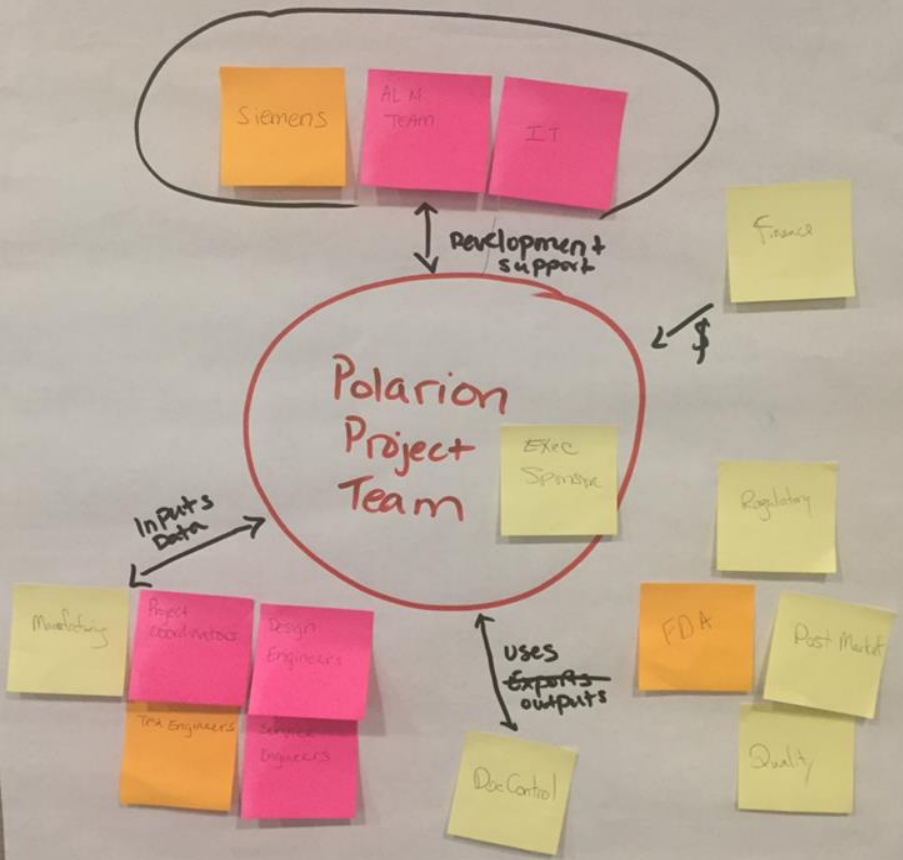


Stakeholder Map for the Traffic Citation System



...
BUT
E!

...marinate on this... OUR STAKEHOLDERS



Stakeholder	What they will say	Measure of success	Metric \neq min / target
QA & Regulatory (Mark J.)	<ul style="list-style-type: none"> no gaps no findings Successful submissions I'm not adding any extra work to the company Everything is button tight! 	<ul style="list-style-type: none"> no gaps no findings Submission speed for responding manufacture 	
Data Input & output	<ul style="list-style-type: none"> easy & streamlined frustration free fast trace reports 	<ul style="list-style-type: none"> clarity survey +/- efficiency 	
Development & maintenance of Polarion	<ul style="list-style-type: none"> It works! It's bug free! It's fast 		


Design Thinking is “Human-centered” Design

Design Thinking Persona

Kimberly Wiefeling

Persona

USER PERSONA.



- Businessman
- Single

MASAYOSHI.

<30's>

at an age where health is starting to become important

might
PRI
VAT
E! to
Kim
berly
y
Wief
ling,
Wief
ling
Con
sulti
ng,
Inc.
DO
NOT
situation
life style
TRI
BUT
E!

Older people around him are developing health problems - starting to make a connection

Strong online presence - (large network of friends & online)

Knowledge of health issues
- fragmented / not well-supported
- TV / random books

NEEDS/WISHES	PROBLEM AREAS
<ul style="list-style-type: none"> - a more authentic experience - a baseline assessment + recommendations for health - allows him to plan his own course 	<ul style="list-style-type: none"> - no comprehensive knowledge / full understanding - satisfied with current situation → poss. problematic

drawings! bring to life

personal idea of health

research background!

looked for contradiction ... leads to design point

Sample Persona



Peter

Works as product manager for a mid-sized company.

Is 35 years old, holds a marketing degree.

Has got experience working as a product owner on software products with agile teams.

Has had some Scrum training.

Has managed mature products successfully. Now faces the challenge of creating a brand-new product.

Wants to leverage his agile knowledge but needs advice on creating innovative product using agile techniques.

STAKEHOLDER PERSONA WORKSHEET TEMPLATE



PERSONA
PHOTO

QUOTATION
NAME
AGE
GENDER
LOCATION
OCCUPATION
JOB TITLE
HIGHEST LEVEL OF EDUCATION
ANNUAL INCOME

GOALS AND MOTIVATIONS

SALES OBJECTIONS

CHALLENGES AND OBSTACLES

SOURCES OF INFORMATION
BOOKS
BLOGS
CONFERENCES
EXPERTS
MAGAZINES
WEBSITES

SEGMENT & SKETCH

DETAILS

ACTIVITIES

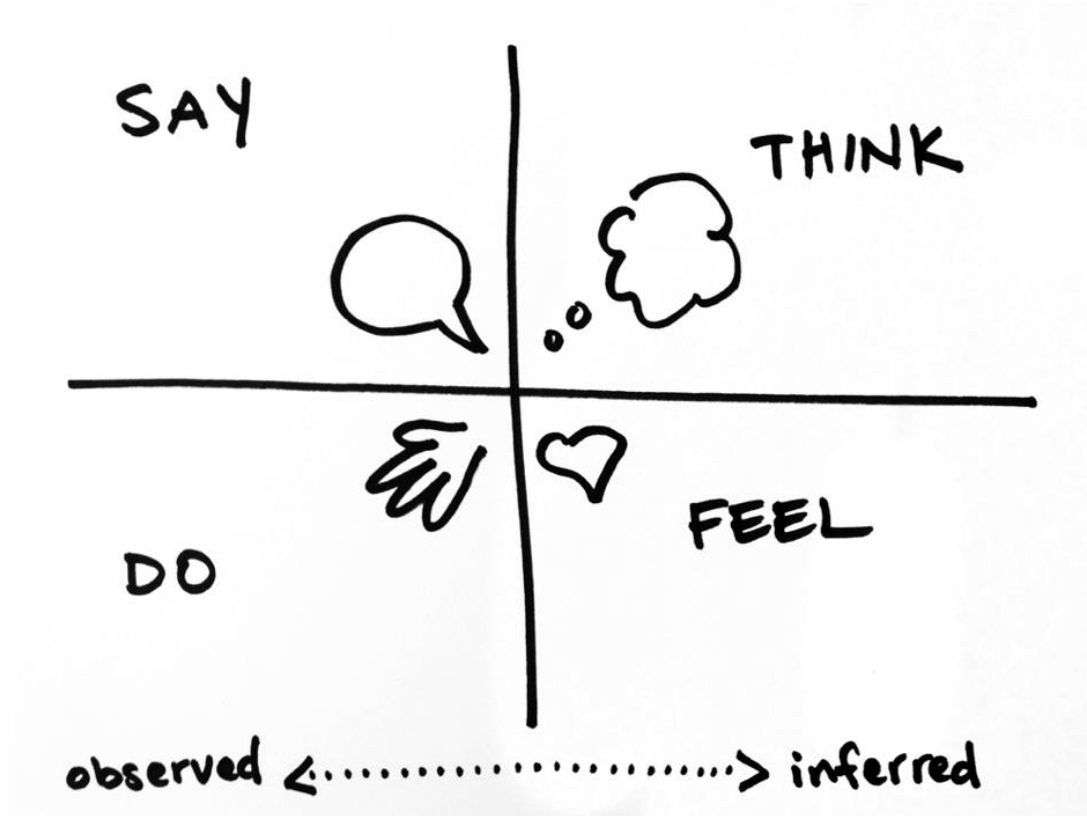
PAIN POINTS

Design Thinking Empathy Map

Kimberly Wiefling

Empathy Map

Use Stakeholder Interviews & Personas to Develop Empathy



Empathy Map

AFTER your PROJECT is COMPLETED & WILDLY SUCCESSFUL

SAY	THINK
DO	FEEL

JOHN SMITH



www.drawingoutideas.ca

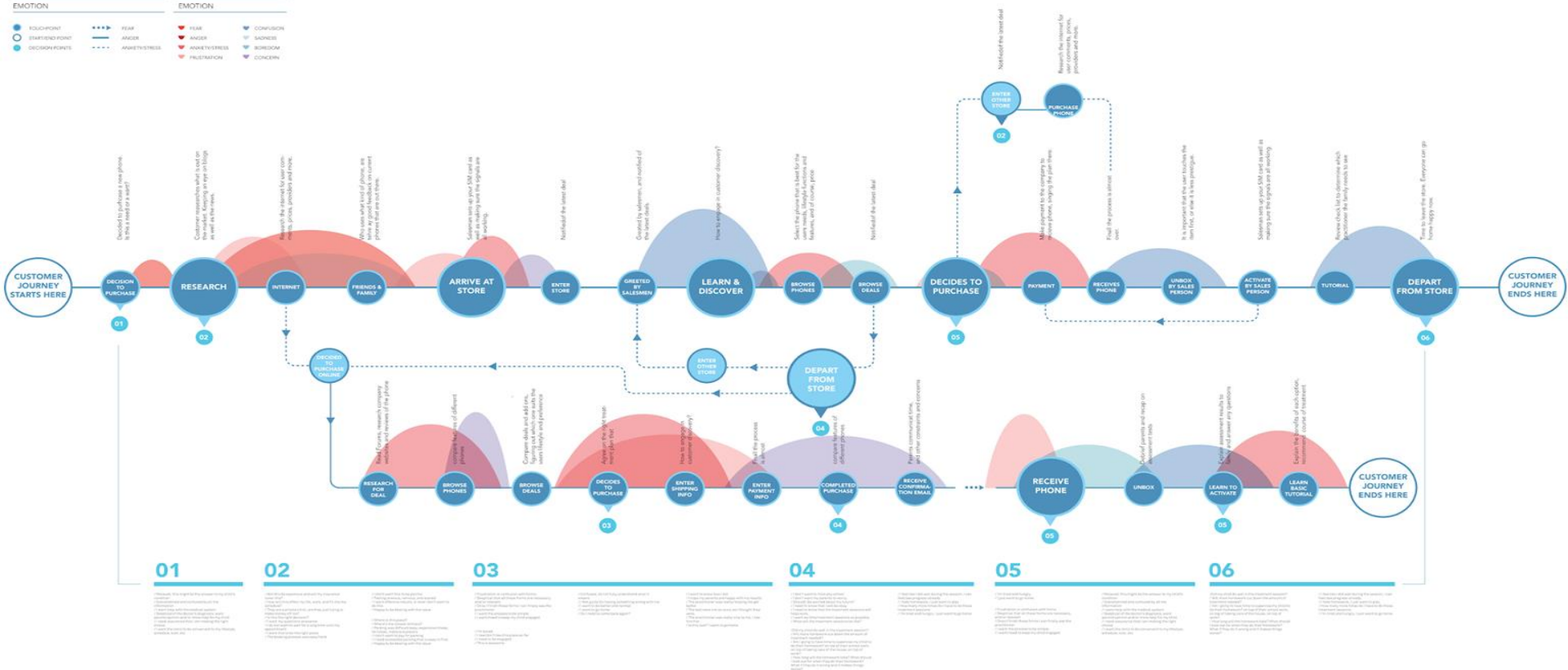
Image Ref: <http://www.healthbusinessconsult.com/co-creation-in-health-care/>

CUSTOMER JOURNEY MAP

CELLPHONE PURCHASING EXPERIENCE

LEGEND

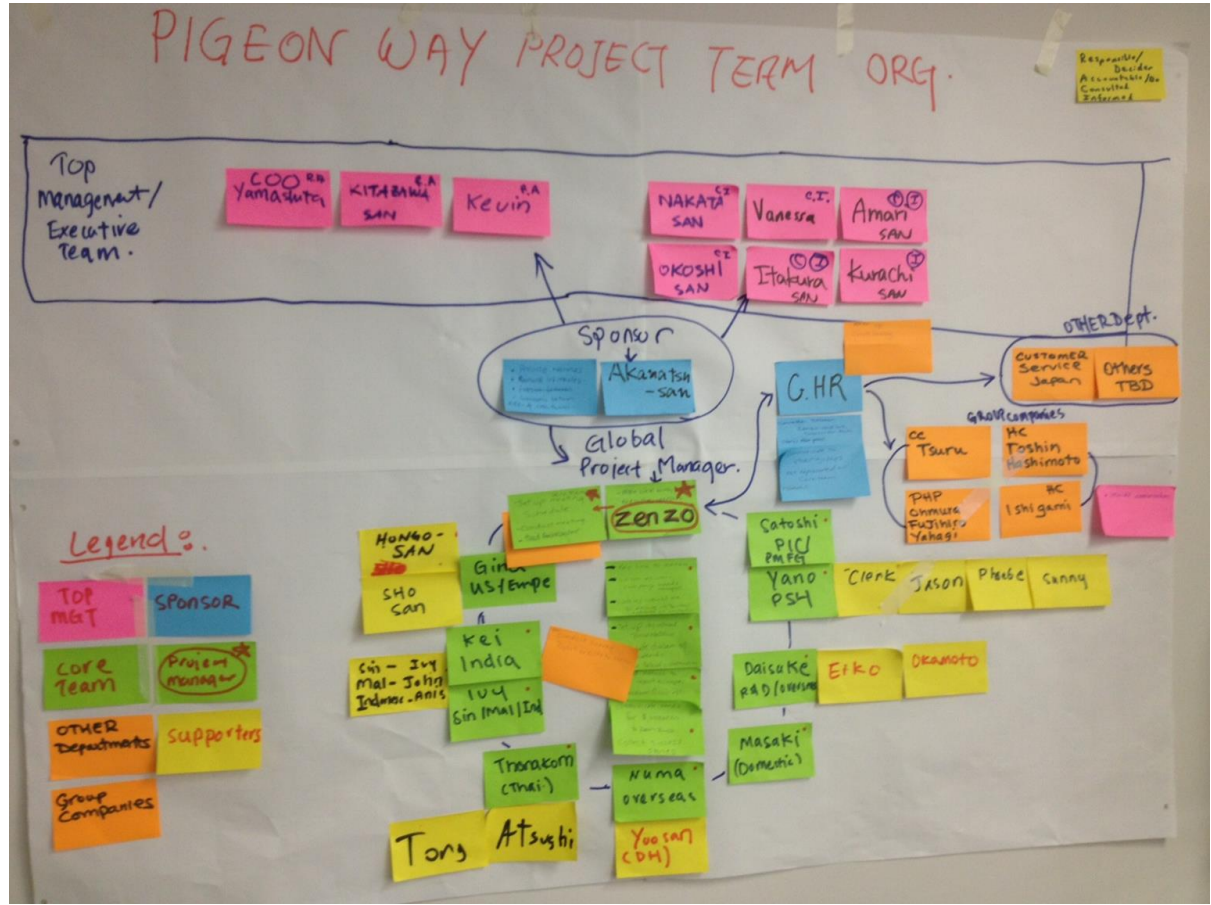
EMOTION	
● KNOWLEDGE POINT	●●●● FEAR
● STARTLED POINT	●●●● ANGER
● DECISION POINT	●●●● ANXIETY/STRESS
●●●● FEAR	●●●● CONFUSION
●●●● ANGER	●●●● SADNESS
●●●● ANXIETY/STRESS	●●●● WISDOM
●●●● FEAR	●●●● REGRET
●●●● ANGER	●●●● CONCERN



WHO

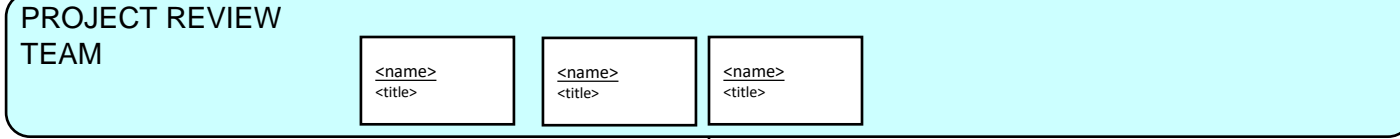
Will DO?

Team Org Chart



Team <NAME> Project Organization Structure Example/Editable Format

Updated:
 ????

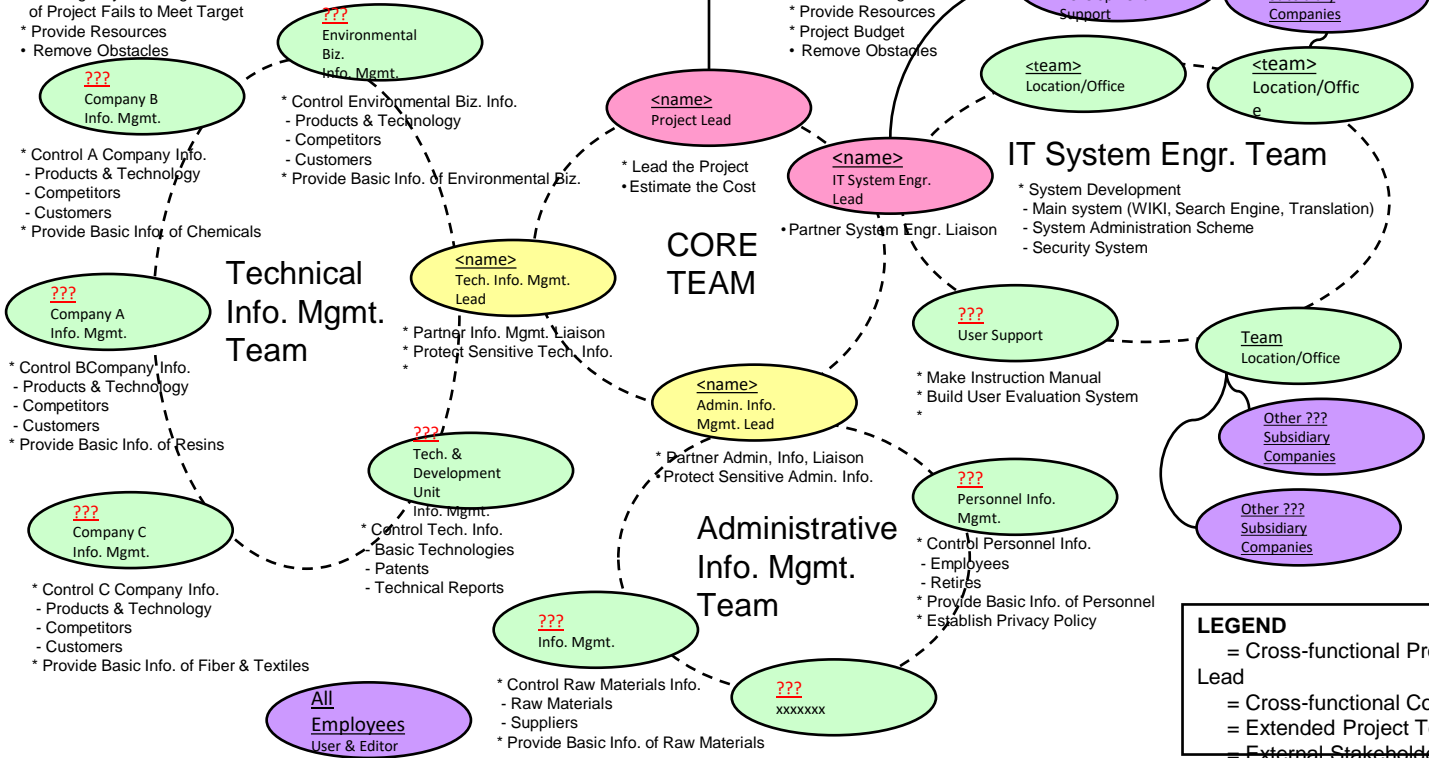


PROJECT REVIEW TEAM

- Roles:**
- * Corporate Strategy Alignment
 - * Contingency Planning in the Event of Project Fails to Meet Target
 - * Provide Resources
 - * Remove Obstacles

PROJECT Sponsor

- Roles:**
- * Escalation Manager
 - * Partner Manager
 - * Provide Resources
 - * Project Budget
 - * Remove Obstacles



LEGEND	
●	= Cross-functional Program Lead & Vice-Lead
●	= Cross-functional Core Team Members
●	= Extended Project Team
●	= External Stakeholder

News Report 2030



News From the Future!

WHAT

& MEASURES

Rock Paper Scissors

Count how many times you win in 15 seconds of ...

Rock Paper Scissors

ROCK beats Scissors



PAPER beats Rock



SCISSORS beats Paper



The way we MEASURE
“Success” DIRECTLY
impacts our STRATEGY &
PLANS (Big HOW).

S.T.O.P.

- **S**top
- **T**hink
- **O**rganize
- **P**lan

... and THEN ... GO



Imagine a tree.

Did you
all draw
the **SAME**
TREE??



Birch



Poplar



Elm



Chestnut



Pine



Spruce



Willow



Palm



Maple



Cedar



Oak



Linden

Imagine a tree:

- Christmas tree - Pine tree
- 30 centimeters diameter trunk at the base
- 3 meters tall
- 75 branches
- 5289 needles each 3 centimeters long

We would all draw
VERY similar trees
because we took
time to define the
measures of this
tree.



CHALLENGE STATEMENTS

Define – Challenge Statements

The format for a Challenge Statement looks like this...

- “Find new ways to _____”
- “How might we _____”
 - Example: *Find new ways to encourage our high performing employees to stay with us.*
- In general, a Challenge Statement should be written so that it encourages people to identify...
 - an issue - something that isn't working.
 - an opportunity – where there is a gap or unmet need.
 - the need of a key stakeholder – something that could be more satisfying or productive for someone who is important to your business.
 - a goal or wish – something you want!

Great Challenge Statements

- Start with the future!
- One single objective.
- Linked to strategic objectives.
- No evaluation criteria (BIG WHAT) included.
- No solution (BIG HOW) suggested.

+ right level of abstraction + effective framing + clear and unambiguous

OK

- “How can the Big Bucks Company develop brand awareness for its new XYZ brand of products with little marketing or PR funds?”

Better

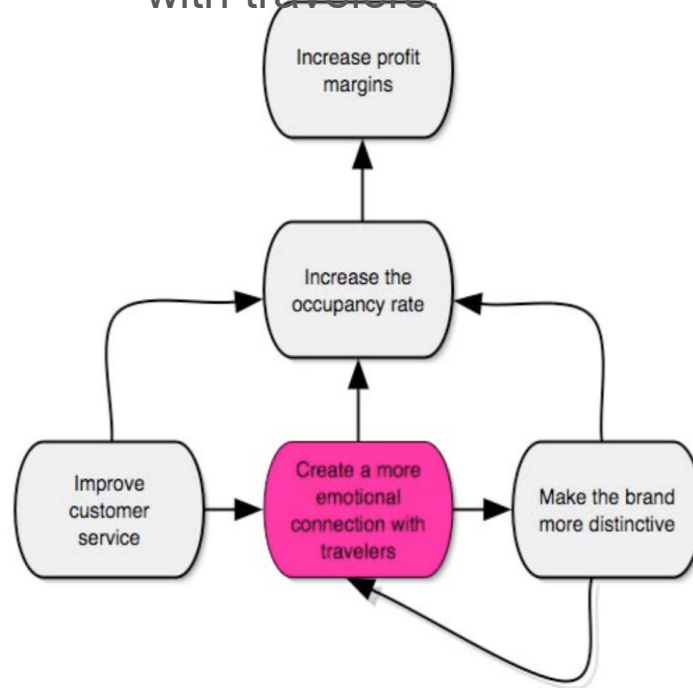
- How might Big Bucks Company improve the brand awareness of its XYZ line of consumer products?
- Solutions ideally would not involve significant marketing or PR funds.

Bad

- “With a diverse and creative workforce, what strategies can BedsRUs implement to deliver a new level of service to guests? We want to provide ideas that can be implemented that would also make the Beds R Us brand more distinctive and thus create a closer and more emotional connection with travelers.”

Better

- “Create a more emotional connection with travelers ”



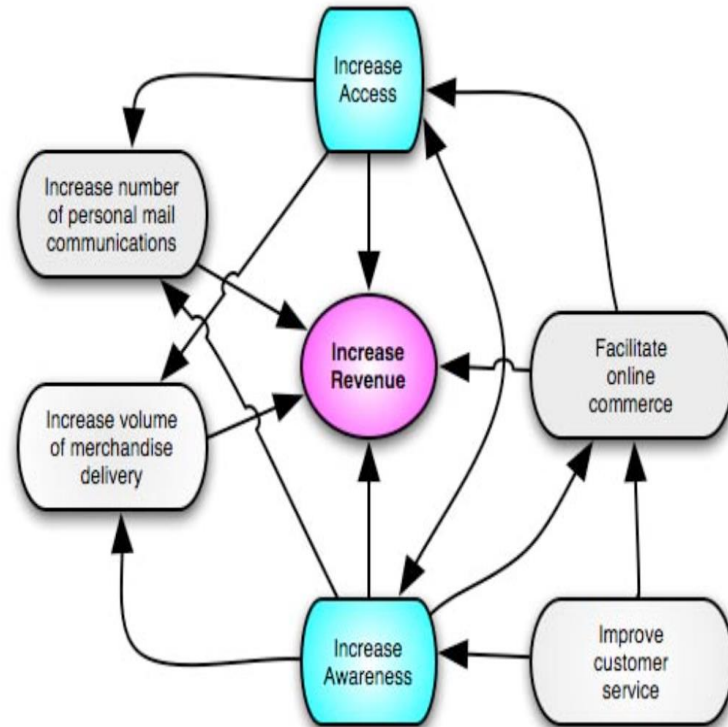
Bad

“The objective for this challenge is to develop a new product/service/process or an enhancement to an existing product/service process that will result in increased revenue for MaillsUs. This can be accomplished by:

- developing a new product/service/process for current customers*
- enhancing an existing product/service/process for current customers*
- developing a new product/service/process for new customers*
- enhancing an existing product/service/process for new customers*
- and/or developing new*

Better

- How might we increase access and awareness?



Thumb Wrestling

Find someone to thumb wrestle with.

Count how many times you win as I will send you \$1M for every time you trap your opponent's thumb in 15 seconds.

3. Clarify "WHAT"



Why? 5 X

When your project is FINISHED
Stakeholders:
Who cares?
Who is impacted?
Who can help us?
Who can hurt us?

And WILDLY successful ...
WHAT will your stakeholders say?

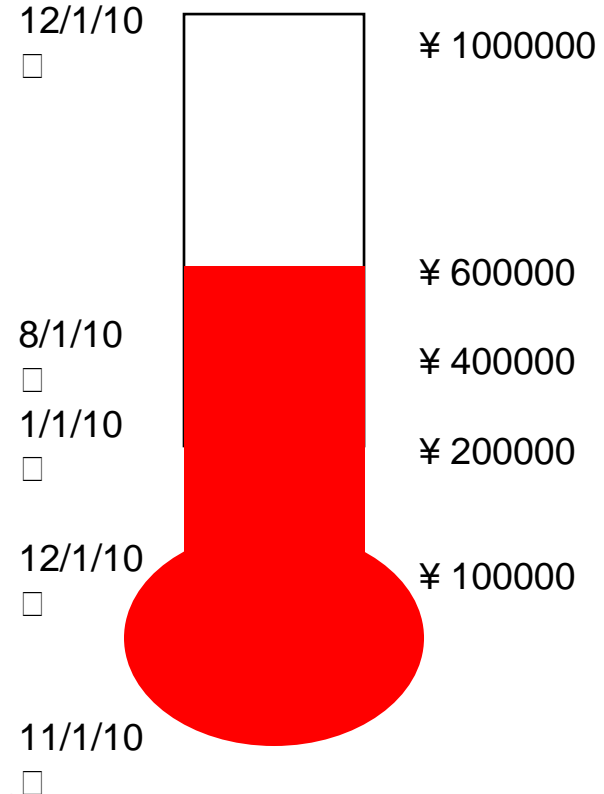
"Success" (through stakeholder's eyes)?

What is

Success

United Way Thermometer

- Good metrics include WATT:
 - Where we WERE
 - Where we ARE
 - TREND
 - TARGET
- Where we need to be
- Close gap by adding money
- Where we are



Different Metrics for Horizon 1 – 2 - 3

Best Practices: Metrics Different Metrics for Each Horizon

42

TIMEFRAME	HORIZON 1 (0–12 mos)	HORIZON 2 (12–36 mos)	HORIZON 3 (36–72 mos)
Driving Goal	Run a Business	Become a Material Business	Enter a Business
Key Performance Indicators	Revenue vs plan Bookings Contribution margin Market share Wallet share “Op Ex”	Target accts vs. plan Sales velocity Time to tipping point M&A to scale Time to materiality “Time Ex”	Name-brand customers Deal size Name-brand partners PR buzz Flagship projects “Cap Ex”

Success Scorecard

Priority	Goal	Minimum Acceptance Limit	Target	Status	Action to Make it Green
# 1	Add Calendar Feature to Existing Product	Minimum feature set agreed to and defined in the plan	All musts and top 5 wants	Green	NA
# 2	Launch New Wiki Tool on Schedule	Phase 1 schedule + 2 months late at worst	Phase 1 scheduled date	Red	Assign another person to help
# 3	Complete User Manual for Wiki Tool	Rated 4 out of 5 by users	Rated 5 out of 5	Yellow	Get a learning products expert to help

“Big What”

The future we wish to create:

- Long-term ideal future, sometimes called “Vision”
- Major milestones along the path to that ideal future, sometimes called “Mission”
- Steps on the way to fulfilling our mission, sometimes called



“Big What” Vision Examples

“Purpose is a general heading. Vision is a specific destination, a pictures of the ideal future. Purpose is abstract. Vision is concrete.”

- Peter Senge, The Fifth Discipline

- Every human being on Earth has access to plenty of:

- Clean, safe water
- Healthy food
- Sanitary toilet facilities
- Decent healthcare
- A mind-expanding education



“Big What” Mission Examples

“A true mission is a clear and compelling goal that focuses people's efforts. It is tangible, specific, crisp, clear and engaging. It reaches out and grabs people in the gut.”

– Jim Collins and Jerry Porras

- *“This nation should dedicate itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to Earth.”*

– J.F.Kennedy, US

President

- ERADICATE EXTREME POVERTY & HUNGER By 2015

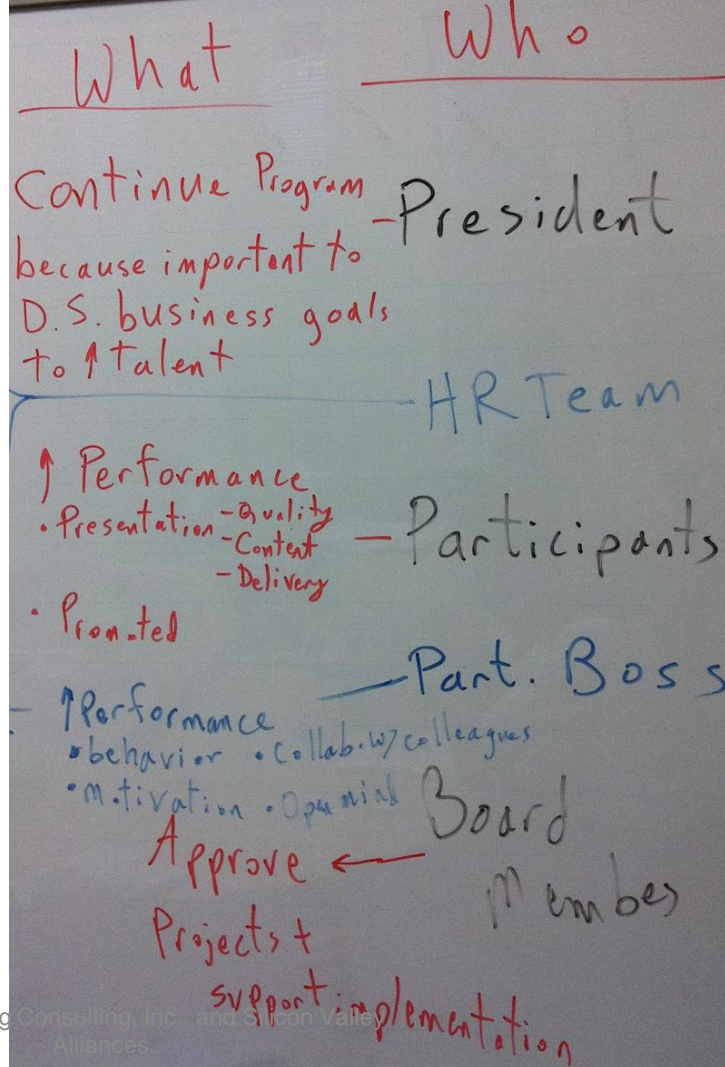
Ref: UN Millennium Development Goals
<http://www.un.org/millenniumgoals/poverty.shtml>

- Between 1990 and 2015 reduce by 50% the % of people whose income is less than \$1 a day.

- Achieve full, productive employment and decent



When Our Project is
 DONE and WILDLY
 SUCCESSFUL, Key
 Stakeholders Will be
 Saying . . .



Success Scorecard

Success Scorecard

Stakeholder	What They Will Say	Measure of Success	Metric	Minimum Level	Target Level
Patient	I feel great!	Efficacy	% Cure Rate	40% » Placebo	80%
	It costs very little. Painless!	Safety	% Adverse Events	50%	20%
Employees	DS. Fantastic	Survey	1-5	3	5
		Quit	%	5	2

ts

#1

Scorecard Example

Priority for this Project	Item & Status (RYG*)	Description	Minimum Acceptance Limit (Go/NoGo Criteria . . . A MUST for making it worth the effort.)	Target
2	Functionality	At least the minimum viable features to be successful in the market.	All "MUST" functionality in the product requirements document.	All of the "MUST" and "HIGH WANTS" functionality in the product requirements document.
3	Schedule	Schedule hits the market window of opportunity.	Phase 1 schedule +/- 2 months, or the Plan of Record (POR) schedule after a scope change.	Phase 1 schedule +/- 2 weeks, or the Plan of Record (POR) schedule after a scope change.
	Revenue	Revenues from sales, service, support meet or exceed minimum estimated to make this a viable product to develop.	Revenue matches forecast +/- 20%	Revenue matches forecast +/- 10%
	ROI	ROI, cash-to-cash meets or exceeds targets.	ROI matches forecast +/- 3%	ROI matches forecast +/- 2%
1	Quality	Quality meets or exceeds customer expectations and our internal cost of quality goals. (Post-release serious and critical bugs, other SW metrics of quality, AFR, DOA, reliability etc.)	AFR rate half of previous product after 6 months shipping.	AFR rate 10% of previous product after 6 months shipping.
	Supportability & Serviceability	We and our customers can effectively service and support the product in the field in the volumes shipped in a timely fashion, at or below our predicted support costs.	Support Staff rates this 2X as supportable as previous product.	Support Staff rates this 10X as supportable as previous product.

Clarify WHY, WHO, "WHAT"



Why? 5 X

Stakeholders:

Who cares?

Who is impacted?

Who can help us?

Who can hurt us?

When your project is FINISHED

And WILDLY successful . . .

WHAT will your stakeholders say?

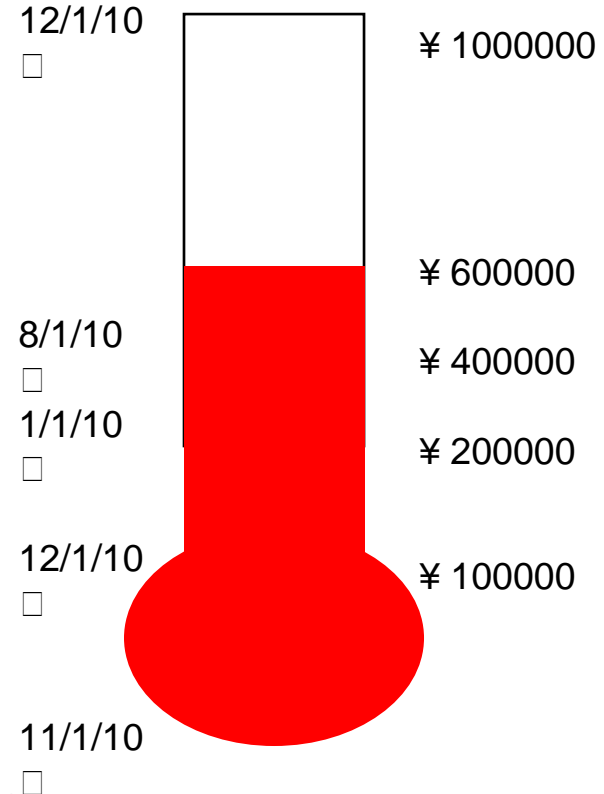
(through stakeholder's eyes)?

What is "Success"

Success measures

United Way Thermometer

- Good metrics include WATT:
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 - Where we ARE
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# 3	Complete User Manual for Wiki Tool	Rated 4 out of 5 by users	Rated 5 out of 5	Yellow	Get a learning products expert to help

Big WHY
NOT

**Go to
the
Dark
Side!**



Copyright Image Ref: <https://www.amazon.co.uk/Star-Wars-Costume-Rubies-32413/dp/B00WGJ>
Inc.

**And
LIGHT
Side!**



Big HOW

Truck Stuck Under a Bridge

Avoid “Rush to Solution” and we might find a BETTER solution!



We could try to raise the bridge, or . . .

Avoid “Rush to Solution” and we might find a BETTER solution!



We could try to raise the bridge, or . . . Let the air out of the tires

S.T.O.P.

- **S**top
- **T**hink
- **O**rganize
- **P**lan

... and THEN ... GO











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Big How - Values Examples

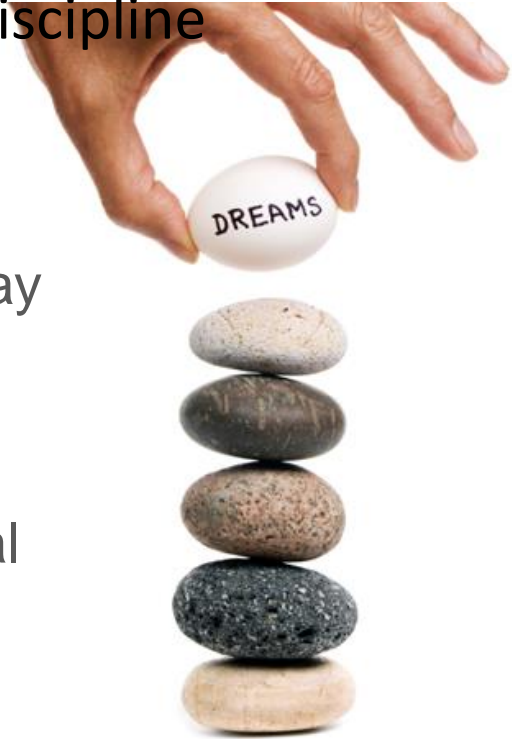
“Values answer the question ‘How do we want to act, consistent with our mission, along the path toward achieving our vision?’”

– Peter Senge, *The Fifth Discipline*

- Safety - The safety of every student is paramount.
- Respect - We will show respect in every way for the dignity of the individual or agency served.
- Reflection - Reflecting should be an integral part of each service experience.

Ref: The BYU Center for Service & Learning

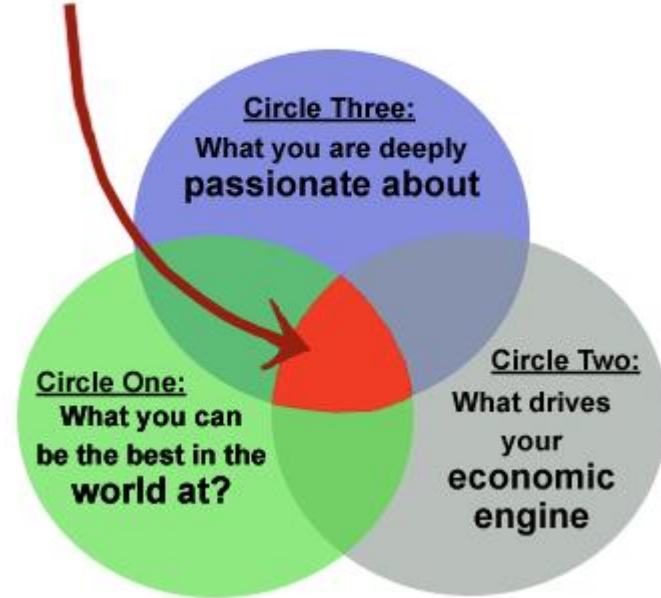
- Selflessness - Our motivation is to give,



Big How – Strategy Examples

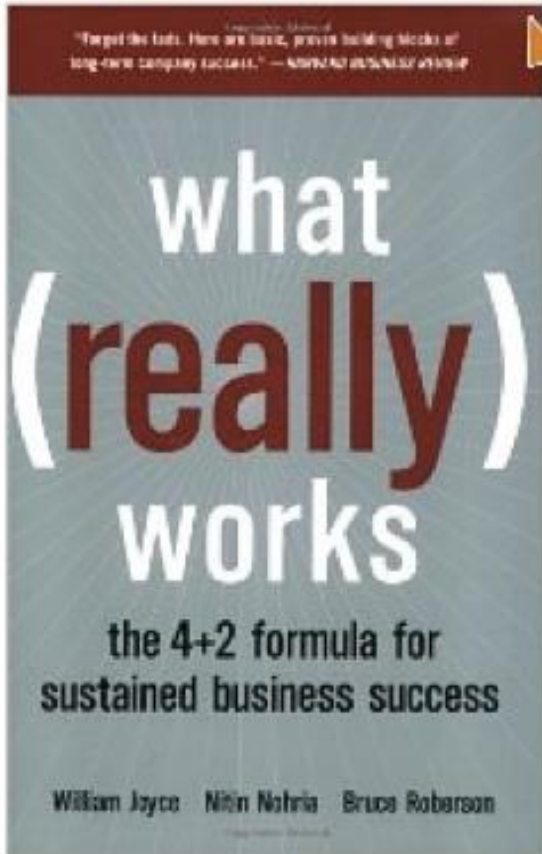
- Low Price
- Availability
- Quality
- Features/Benefit
- Innovation

The Hedgehog Concept



Ref: Jim Collins, Good to Great

Click to **LOOK INSIDE!**



A
*10-year study by
50 academics
and business
consultants on
dozens of
companies.*

“What Really Works”

The 4+2 Formula for Sustained Business Success

By William Joyce, Nitin Nohria and Bruce Roberson

- There are 8 management practices — 4 primary and 4 secondary — that directly correlate with superior corporate performance, as measured by total return to shareholders (TRS).
- Winning companies achieve excellence in all 4 of the primary practices, plus 2 of the secondary practices — hence, the 4+2 formula.
- All 8 practices have features that are both intuitive and counterintuitive.

The 8 Practices

You need all 4 primary:

- Strategy
- Execution
- Culture
- Structure

+ 2 of the Secondary:

- Talent
- Leadership
- Innovation
- Mergers/Partnerships

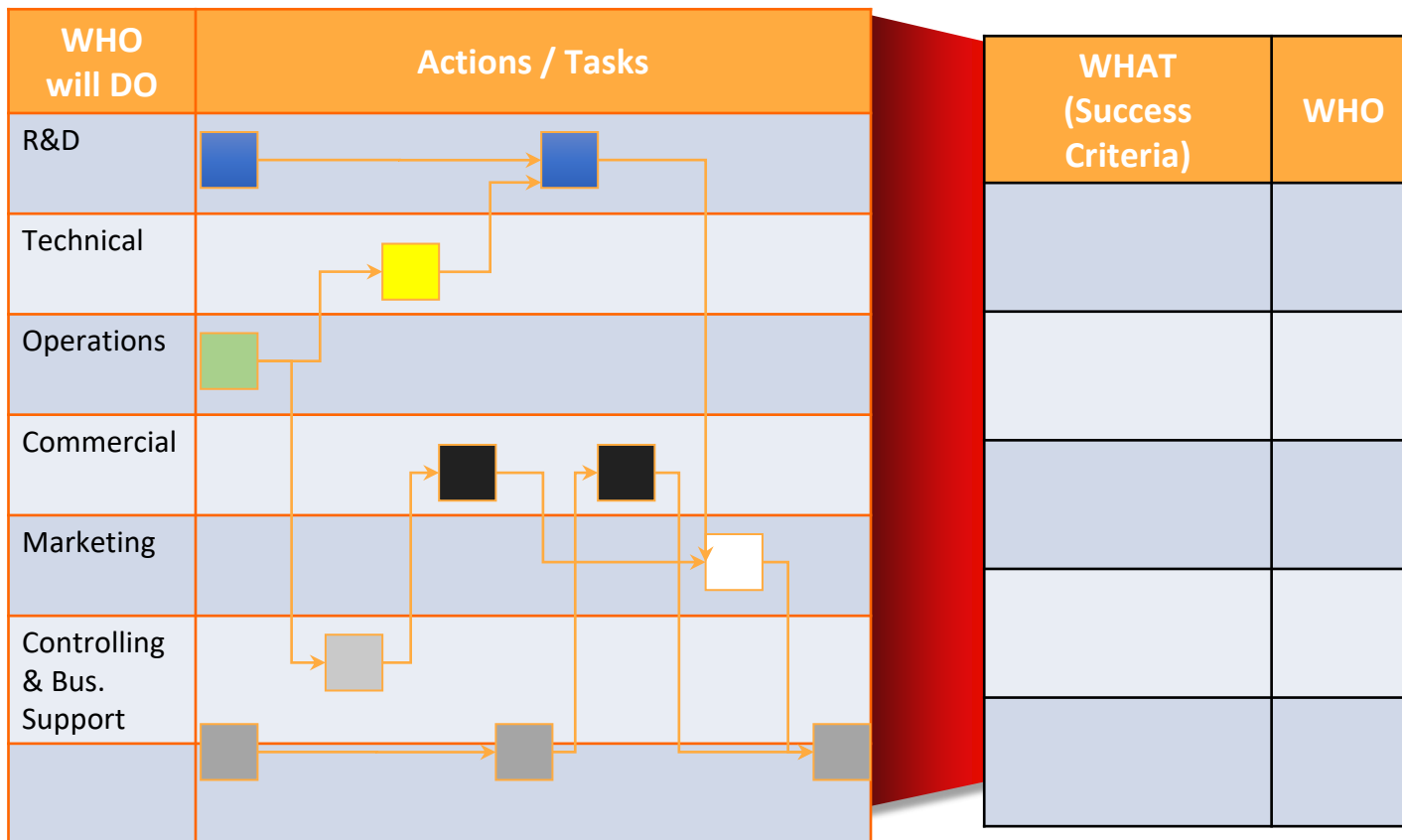


“Culture eats strategy for breakfast.”

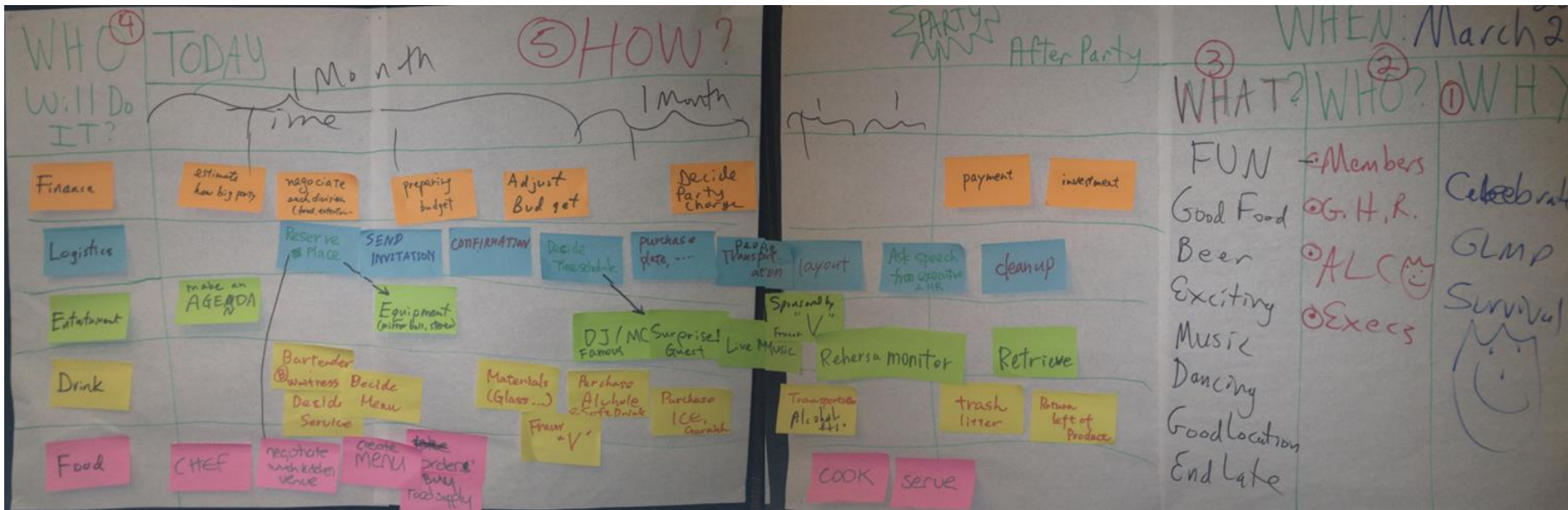
- Peter Drucker



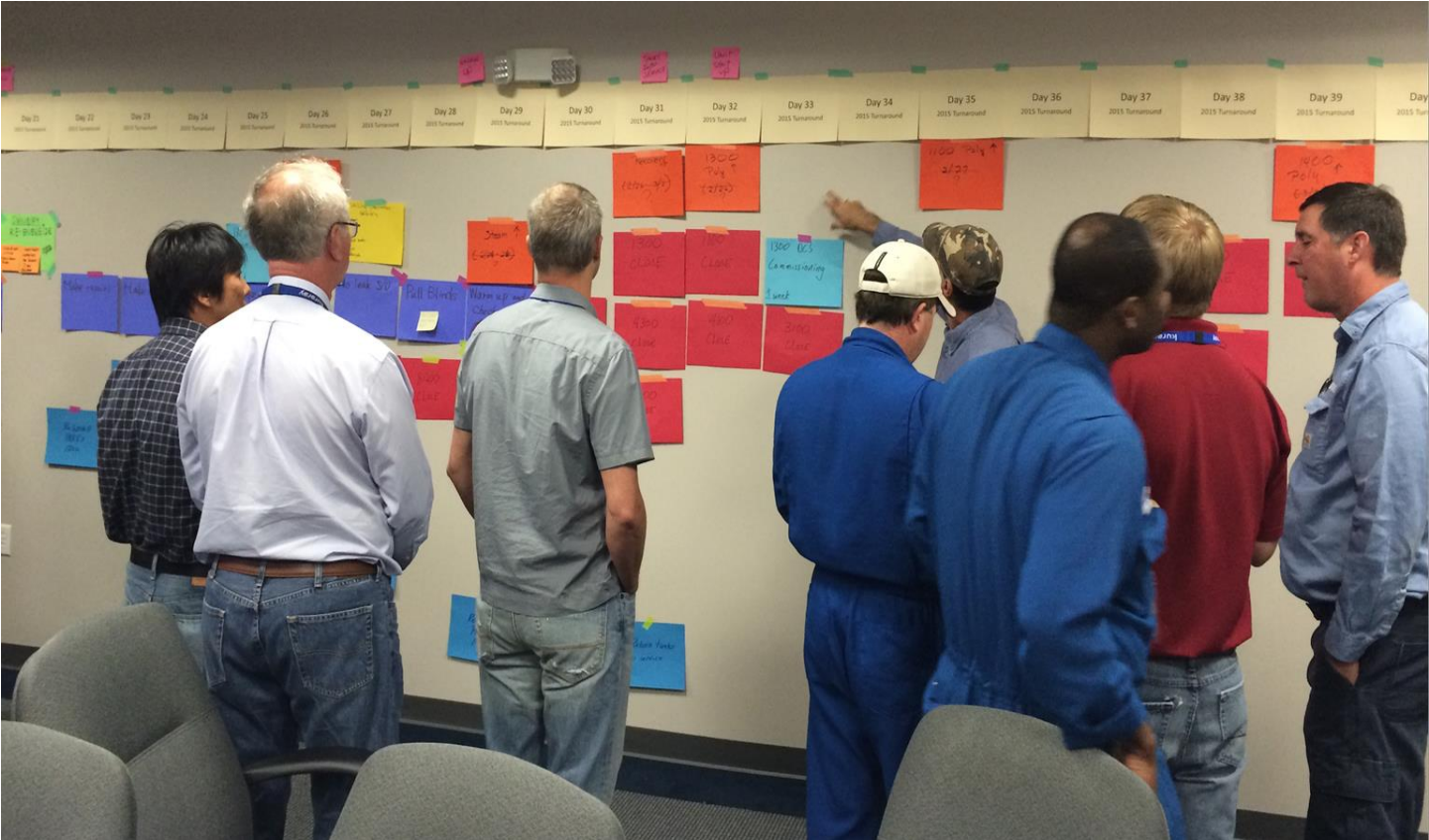
Timeline/Swimlane Action Planning



Overall Plan



Timeline Co-creation

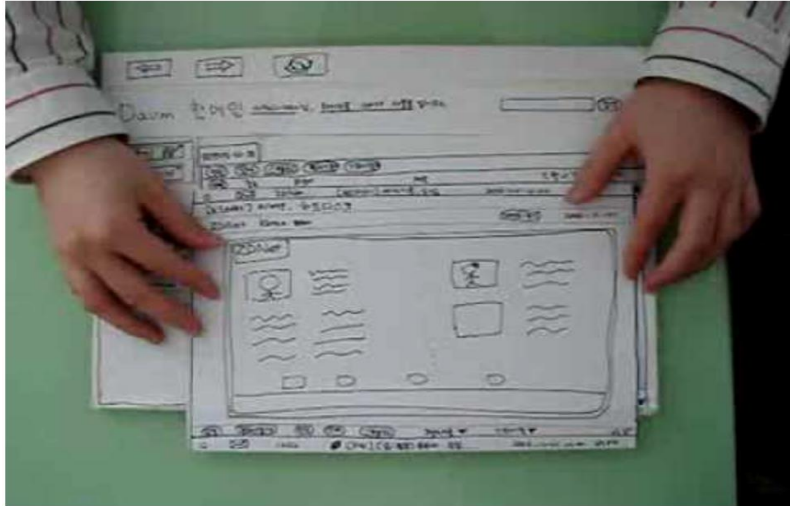


BUT
E!

**PROTOTYPE
IT!**

Prototyping

- Theoretical
 - Problem-Solution Interviews



- Virtual/Wizard of Oz
 - Ads
 - Landing Pages
 - Mobile App Simulations
 - Concierge (Zappos)
 - Email Marketing
 - Explainer Video (Smoke & Mirrors)
 - Paper Prototype
 - 3D Printed

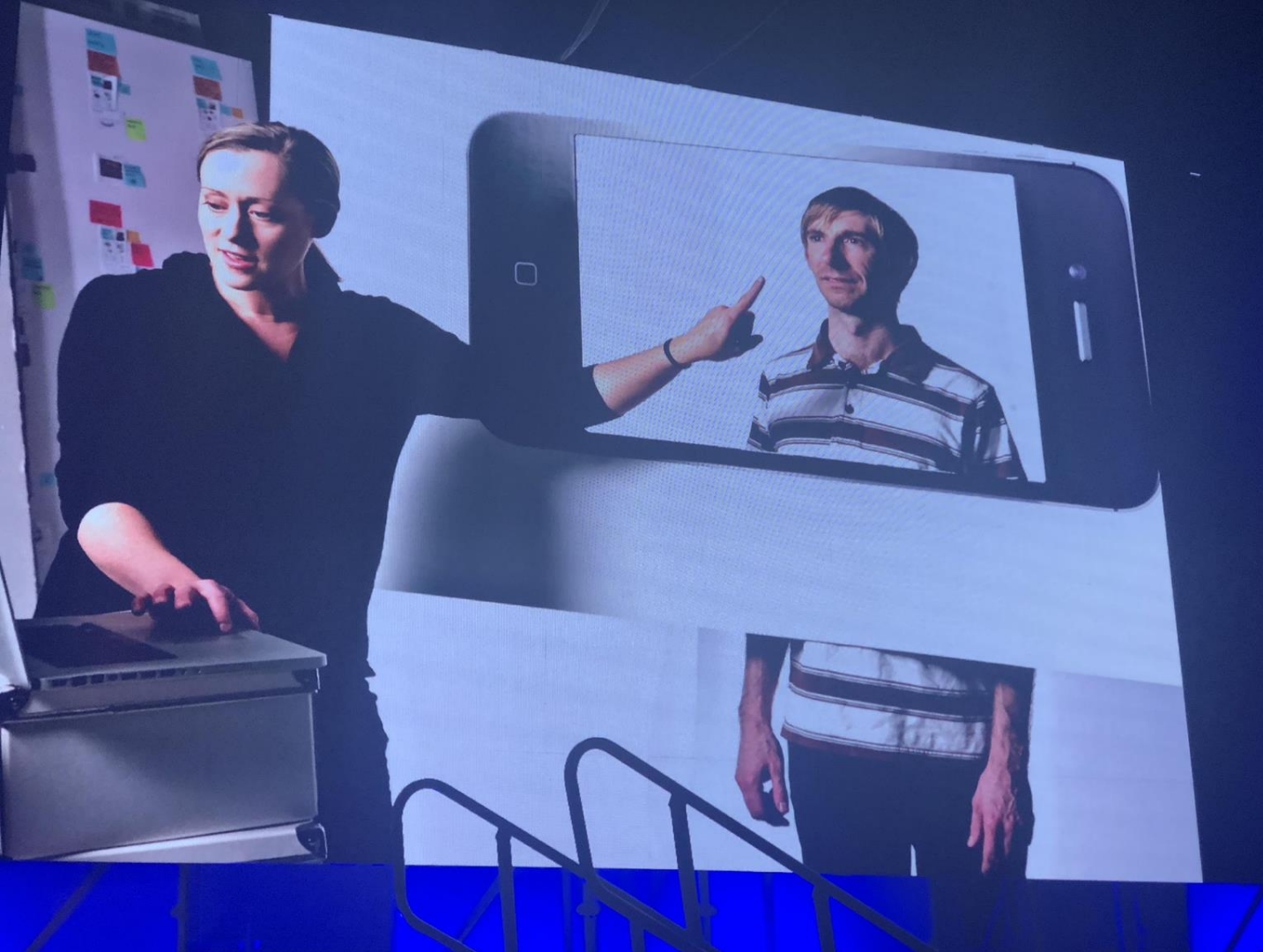
Some Ways to Prototype

- Role Play
- Simulation
- Paper Mock-up
- Storyboard
- Physical Example
- Low Fidelity
- “Wizard of Oz”
- Unsustainably Expensive
- A bunch more:
<https://medium.com/steveglaveski/12-types-of-prototypes-to-test-your-idea-36f6d076c8f5>

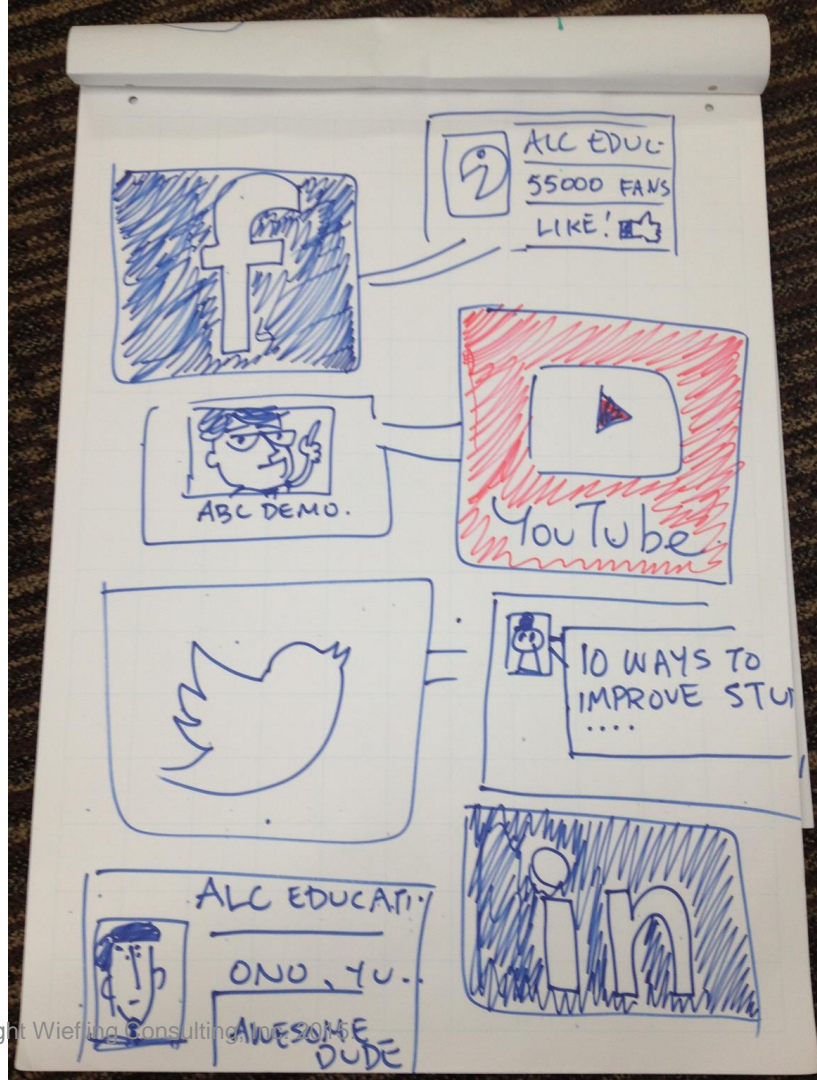
Prototype, Don't Perfect!



Copyright Silicon Valley Alliances & Wiefing Consulting,
Inc.



Paper Prototype



Role Play Prototype



Storyboard/PPT Prototype

"Day in the Life of an Executive Program"

Inspired by "Study our Execs" and "Close the Gap" between us and our Executives

1

"Day in the Life of a Kuraray Executive Program"

PROCESS: We invite an executive to let us:

1. Interview them about their journey line
2. "shadow them" for a day, and
3. Capture their story on our "Day in the Life" internal employee website, in our newsletters, and in other internal company communication.

EXAMPLE FOLLOWS ...

2

A Day in the Life of a Kuraray Executive

Executive: Mr. Murakami



3

Mr. Murakami shared his life journey with us:



4

Then we shadowed him on a typical work day:



5

He gets up before dawn in his home in Tokyo ...



6

He studies English at a private lesson before starting work at the office:



7

Then he spends about ~ 1 hour reviewing what's happening on Chatter and responding to GTT requests:



8

He then attends a Diversity Team Meeting with other Kuraray Executives:



9

Just before lunch he checks his email briefly:



10

Then he goes to visit a customer production facility to listen generously to their challenges and future dreams:



11

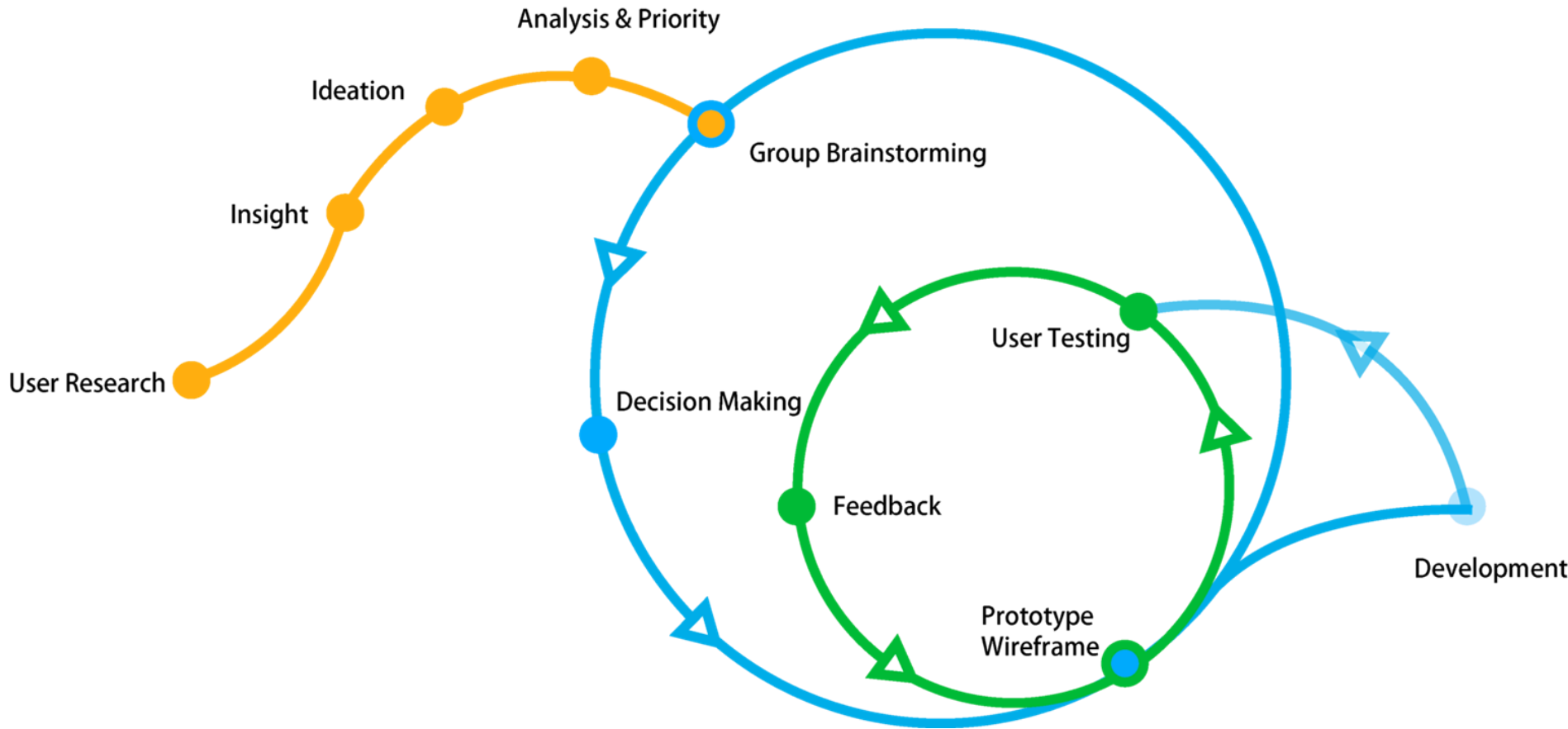
At lunch he takes time to connect with Expat's newly arriving from overseas:



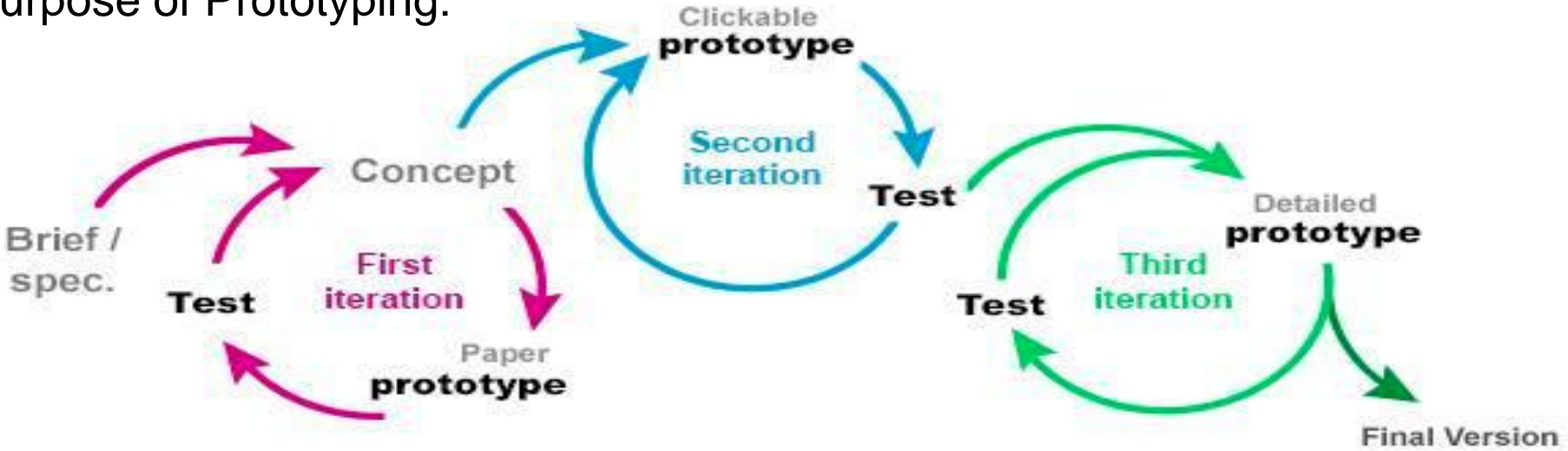
12

Prototype of Humans





Purpose of Prototyping:



Raj & Rafa			
Jobseekers			
Employers			
Indeed People			

Different Levels of Fidelity

Low Fidelity
Fidelity



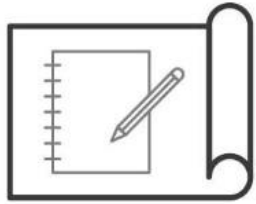
Medium Fidelity



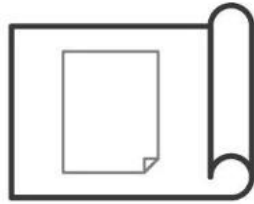
High



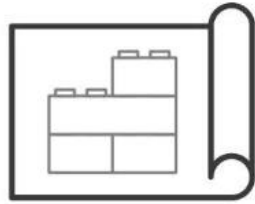
5 Common Low-Fidelity Prototypes



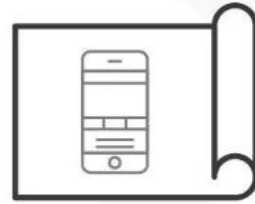
Sketches



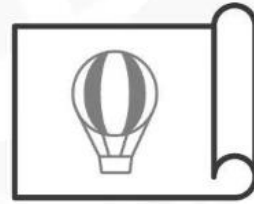
Paper



Lego



Digital



Wizard of Oz

LINKS to LOTS of examples:

- * Paper Prototype Examples - [CLICK LINK](#)
- * PowerPoint Prototype Examples - [CLICK LINK](#)
- * Role Play Prototype Examples - [CLICK LINK](#)

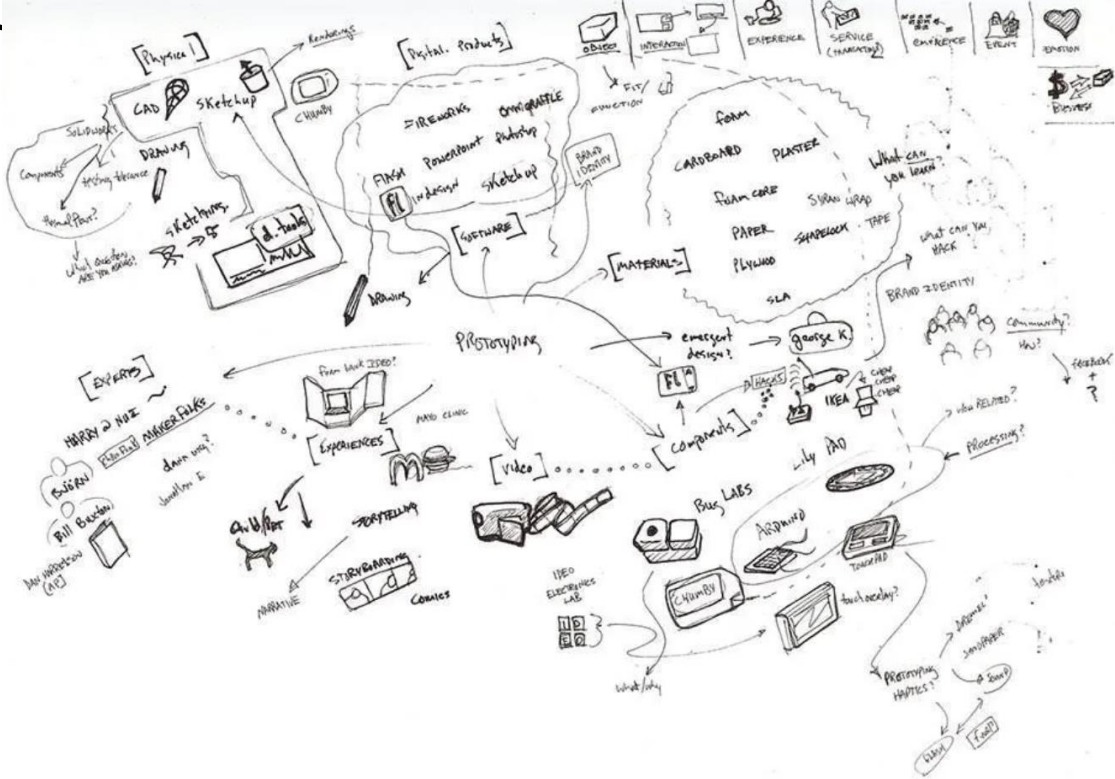
Google searches for

[https://www.google.com/search?q=paper+prototype+examples&tbm=isch&sxsrf=ALiCzsYLNcdZRwjuivlgLI4P5QYoYzRhNw%3A1659393368055&source=hp&biw=1716&bih=959&ei=V1XoYs2bOuHGkPIP0liRkAY&iflsig=AJiK0e8AAAAAYuhjaLhT-bER8UjRsj-](https://www.google.com/search?q=paper+prototype+examples&tbm=isch&sxsrf=ALiCzsYLNcdZRwjuivlgLI4P5QYoYzRhNw%3A1659393368055&source=hp&biw=1716&bih=959&ei=V1XoYs2bOuHGkPIP0liRkAY&iflsig=AJiK0e8AAAAAYuhjaLhT-bER8UjRsj-9KapE35TZjnA9&oq=paper+prototype&gs_lcp=CgNpbWcQARgAMgQIIxAnMgUIABCABDIFCAAQgAQyBQgAEIAEMgUIABCABDIFCAAQgAQyBQgAEIAEMgUIABCABDIFCAAQgAQyBQgAEIAEOgcIIxDqAhAnOggIABCxAXCDAToICAAQgAQQsQM6CwgAEIAEELEDEIMBUPAUWOWhYNktaAJwAHgAgAFkiAHyBpIBBDE0LjGYAQCgAQQGqAQtnd3Mtd2l6LWltZ7ABCg&sclient=img#imgrc=IQqBoPR3c3cmqM)

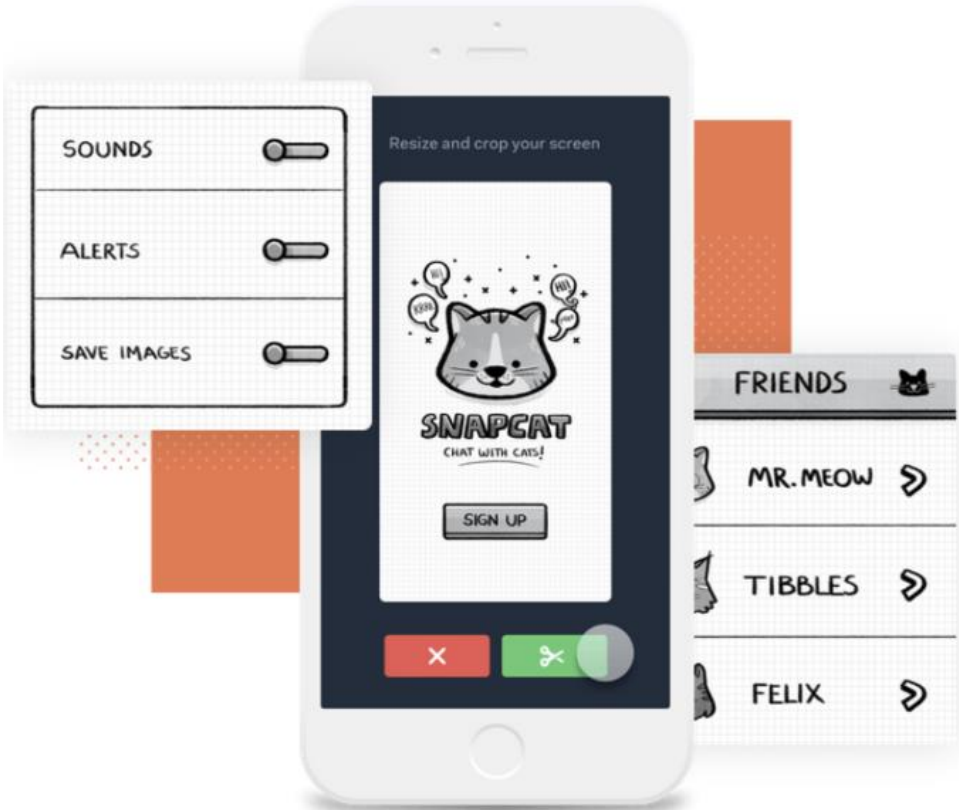
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https://www.google.com/search?q=screenshot+prototype+examples&tbm=isch&ved=2ahUKEwiD4_KF2qb5AhWJCTQIHeLpBN4Q2-cCeqQIABAA&oq=screenshot+prototype+examples&gs_lcp=CgNpbWcQAzoECC

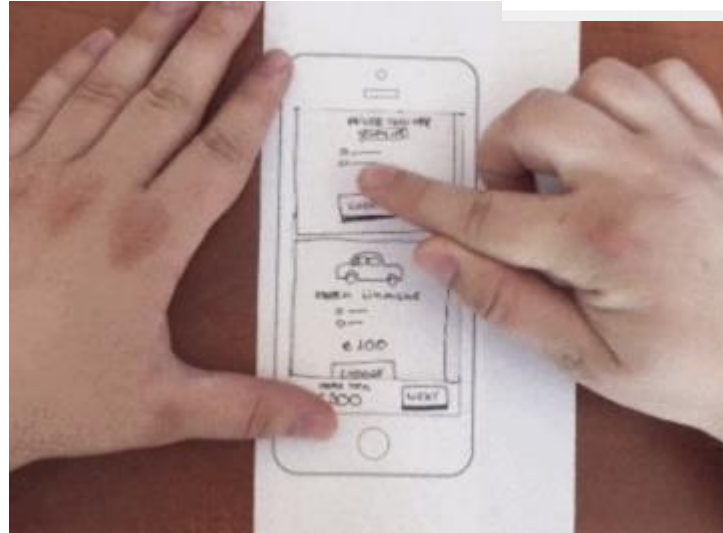
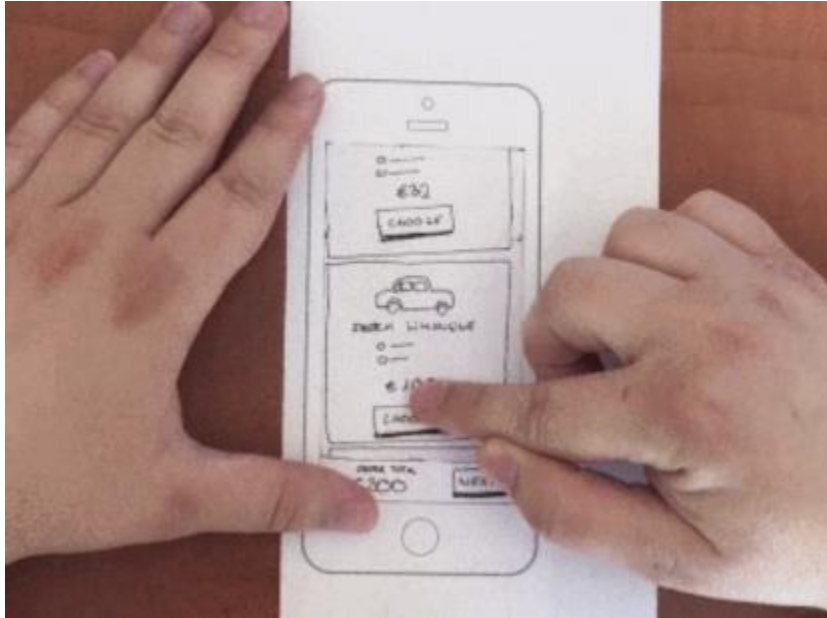
Sketches, including Process Mapping & Value Chain Map



Paper Prototypes



Paper Prototypes



Lots more:

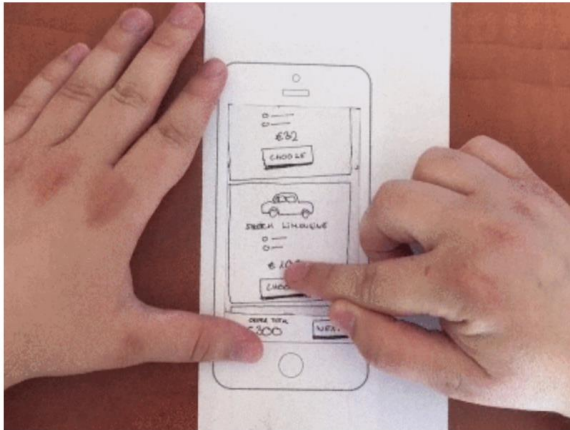
https://app.conceptboard.com/board/xmyr-7ikq-qkph-ysrh-q7eu#item=u_7f207d8f-3c53-4d94-bb0d-56cb20bdf456-17JpMf9LXF-50

Scroll WAY down to see this MOVABLE prototype: <https://uxplanet.org/the-magic-of-paper-prototyping-51693eac6bc3> via Conceptboard

Go here and scroll down for this in video:

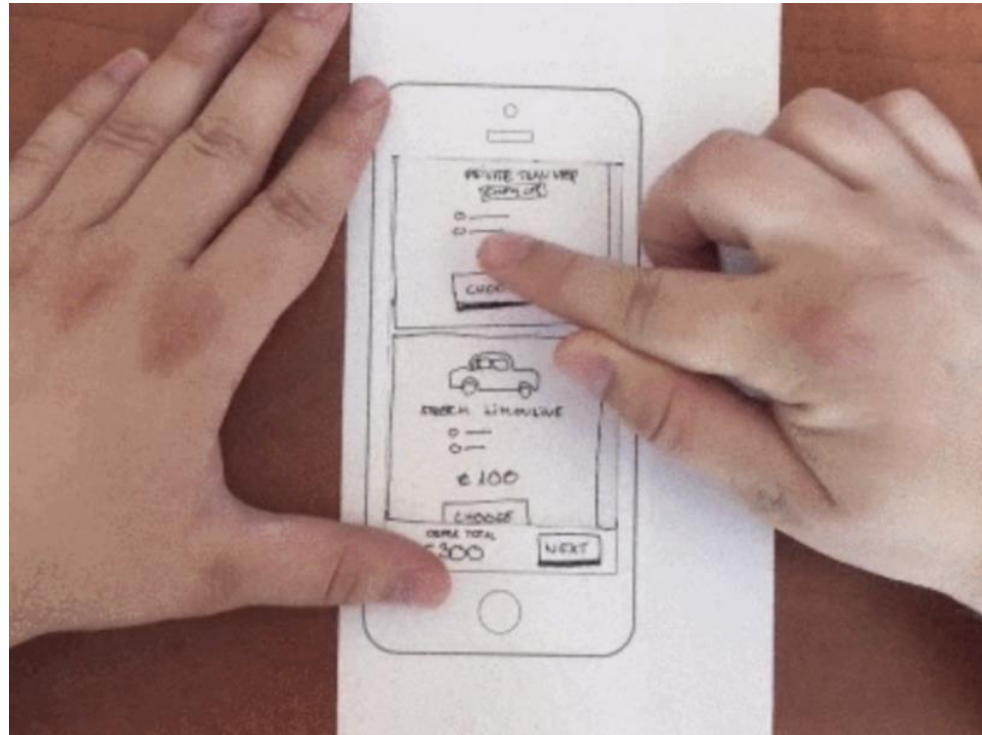
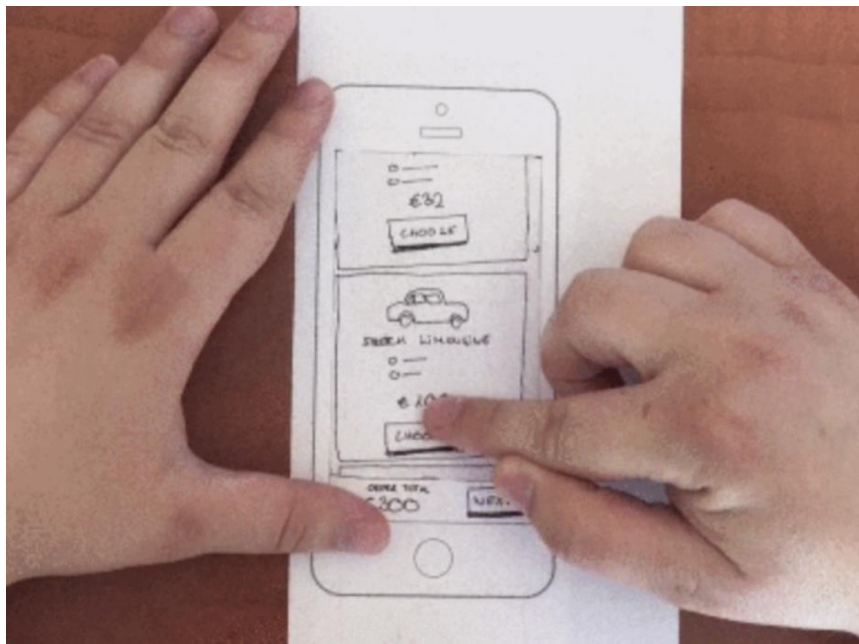
10. Create Complex Effects Using Paper

One of the great things about paper prototypes is the way designers come up with all kinds of creative ways of simulating visual effects or interactions. For example, with a little bit of imagination, it's possible to create a scrolling effect on a mobile screen.



Simulate scrolling by pulling a long strip of content through the viewport. Image: [Csaba Házi](#)

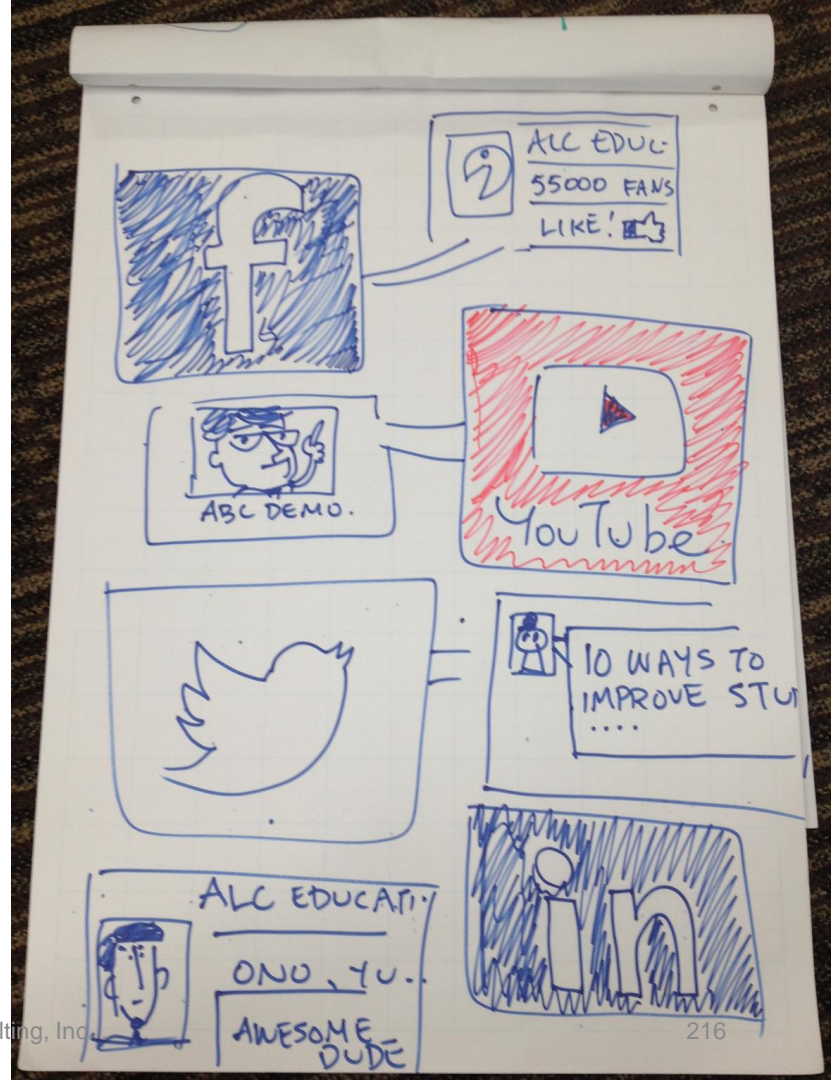
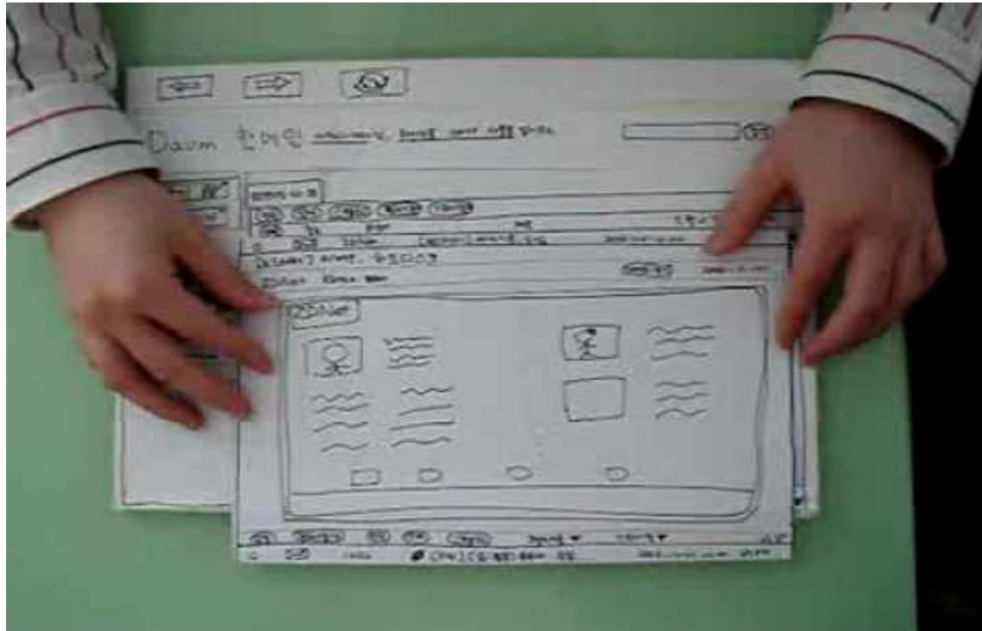
Scroll WAY down to see this MOVABLE prototype: <https://uxplanet.org/the-magic-of-paper-prototyping-51693eac6bc3>

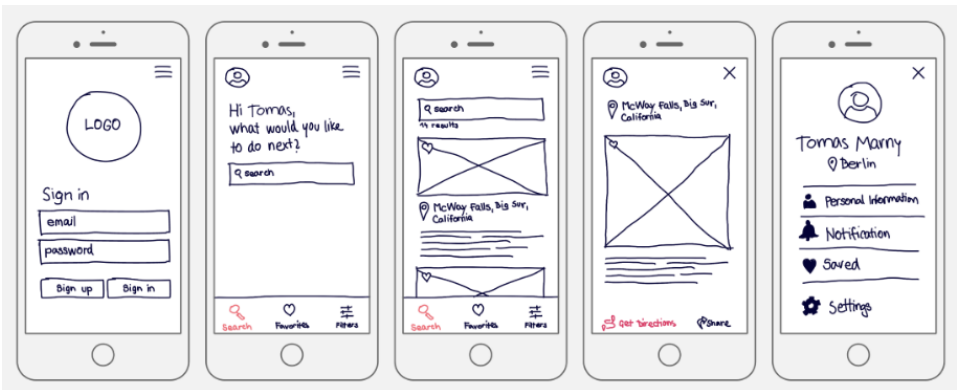
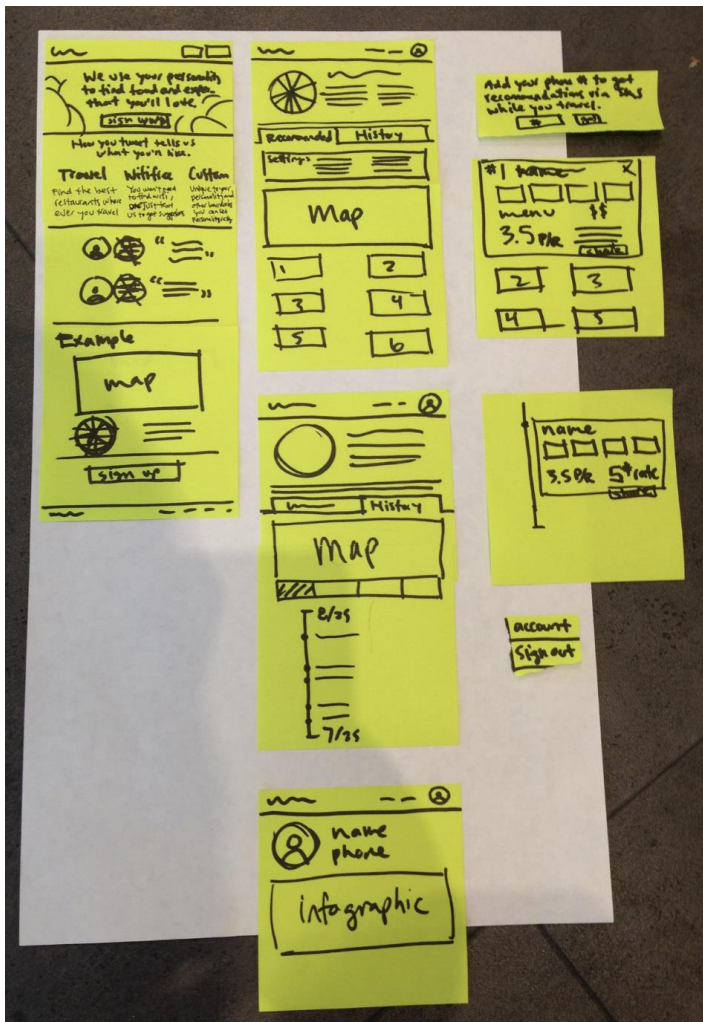


Paper Prototypes



Paper Prototypes





Role Play Prototypes - Live, Virtual, AR/VR



erspective of Student C



D Perspective of Student D

Role Play Prototypes

- Live
- By Zoom
- By VR

Lots more:

https://app.conceptboard.com/board/xmyr-7ikq-qkph-ysrh-q7eu#item=u_7f207d8f-3c53-4d94-bb0d-56cb20bdf456-9ipoto7cZZ-0





Perspective of Student C



D Perspective of Student D



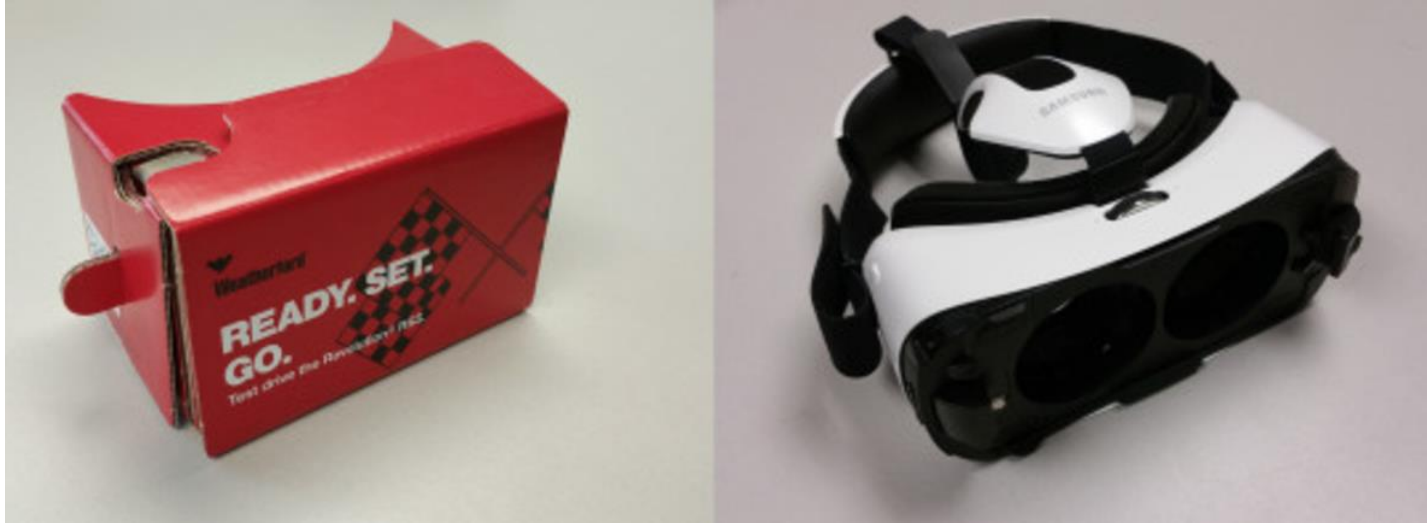
Perspective of Student E

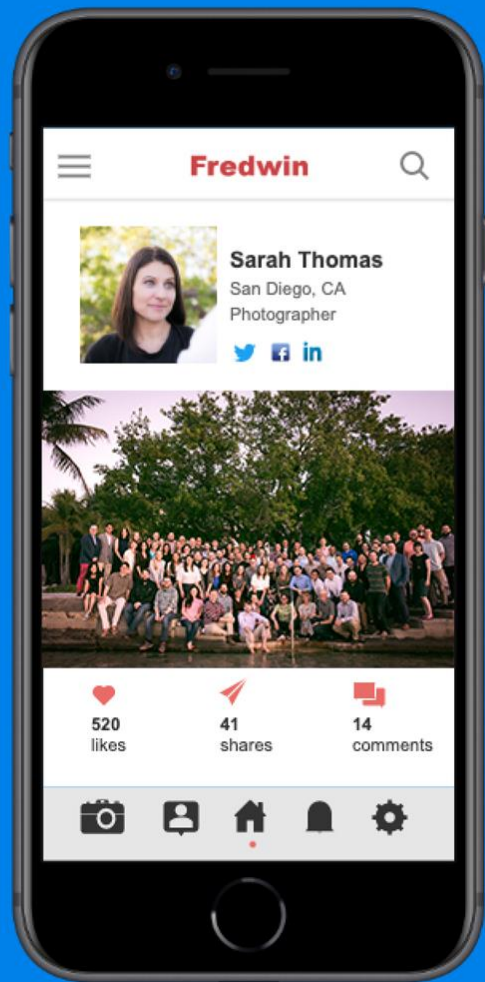
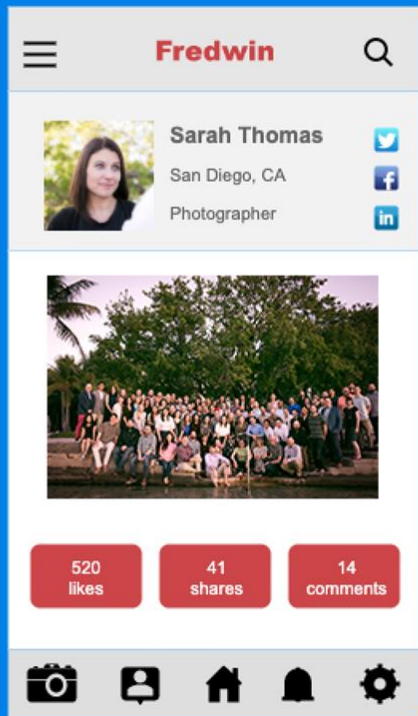
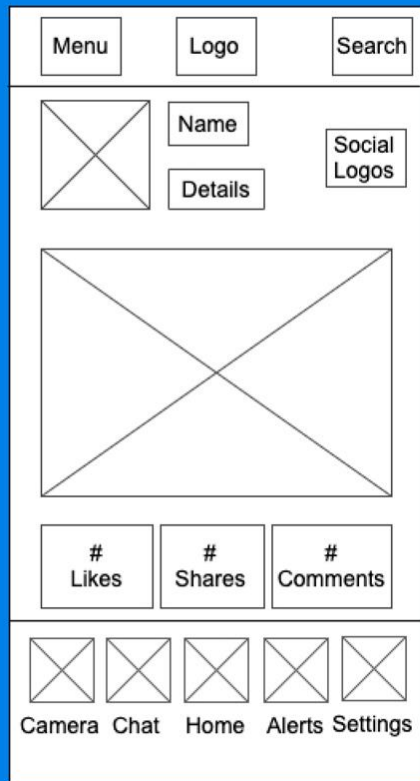


F Perspective of Student F

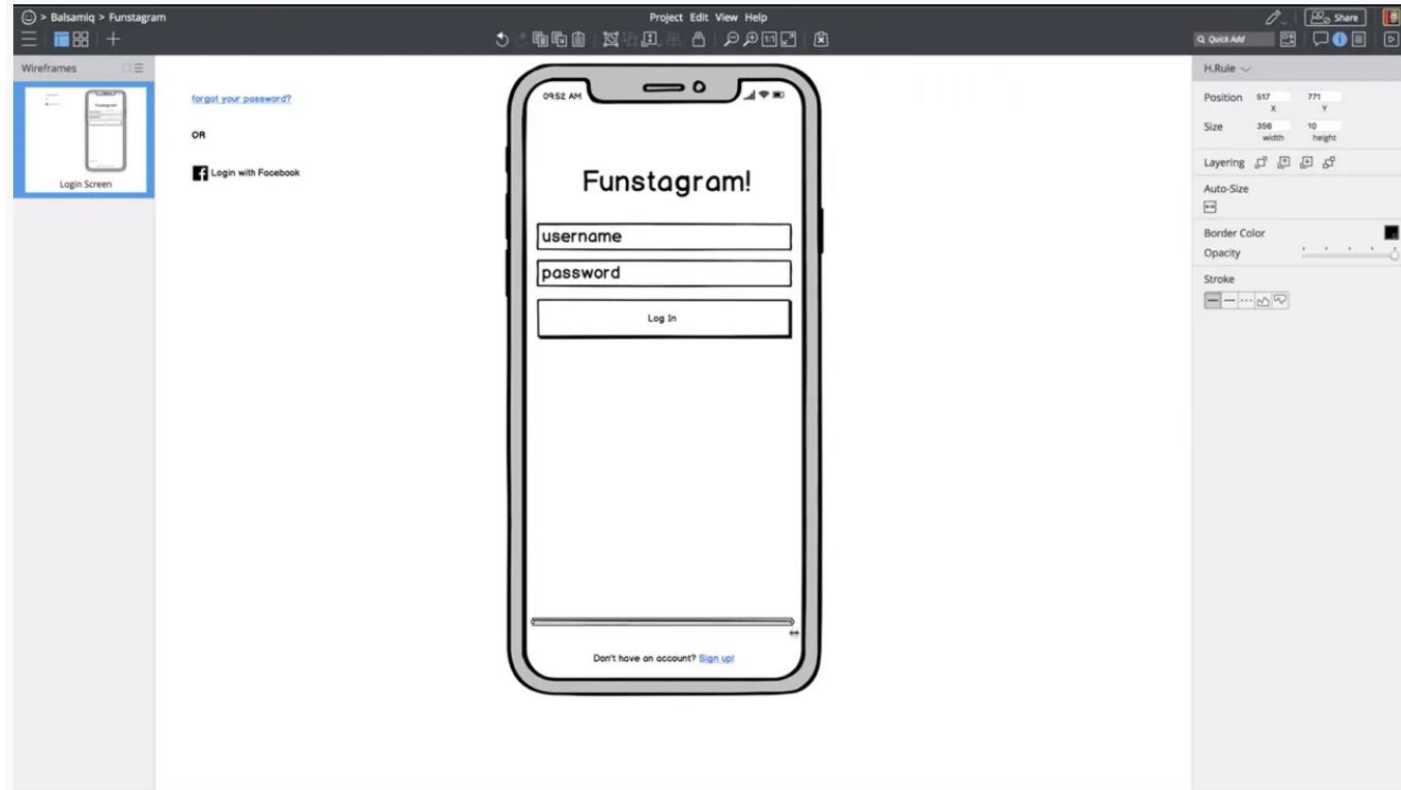


VR

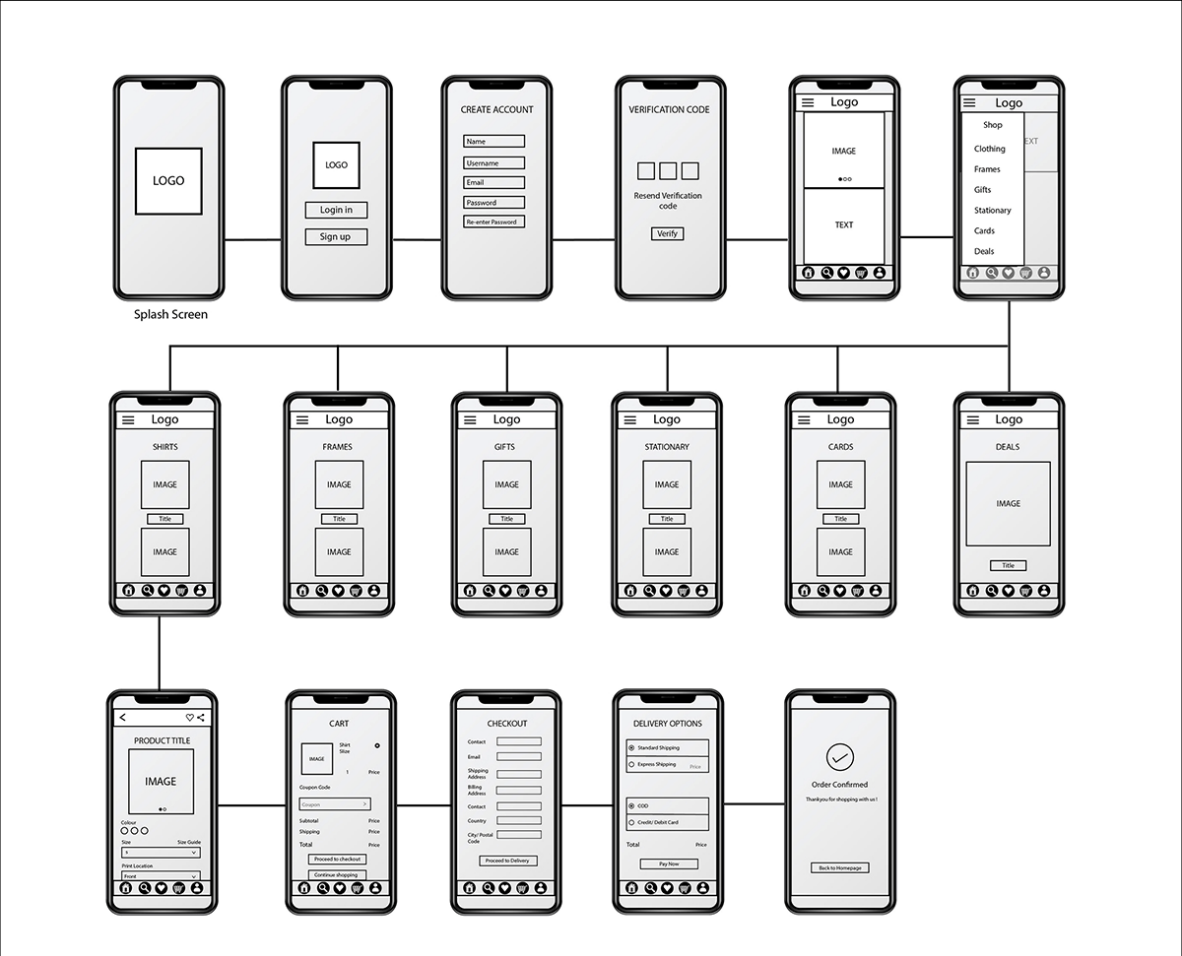




Digital Wireframes (Higher fidelity than Paper Prototypes)



Wireframes



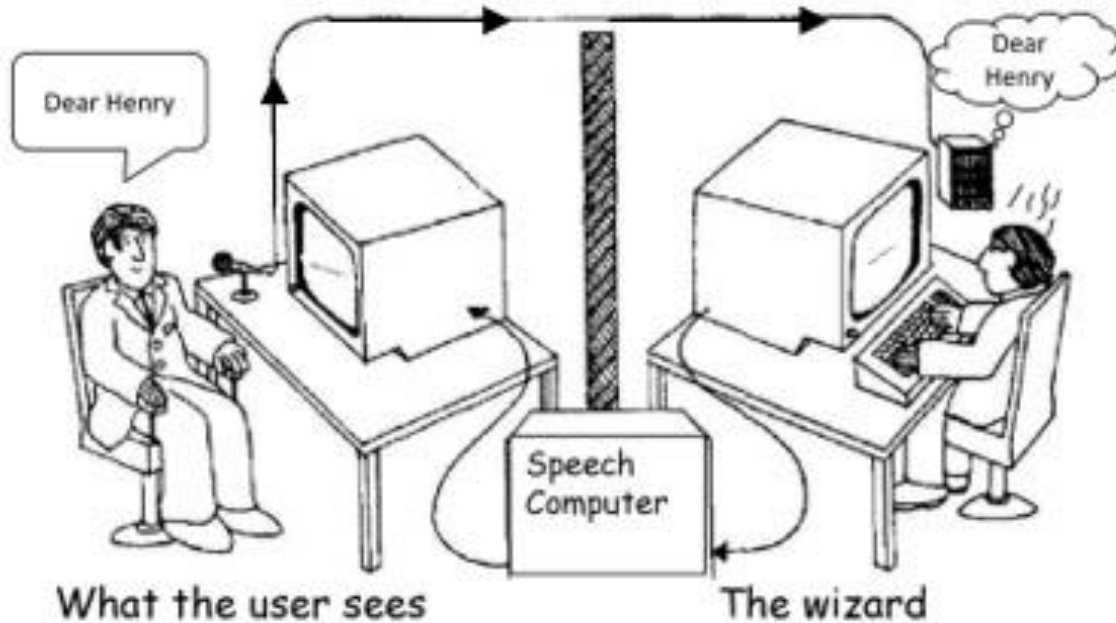
LEGO Prototypes



Wizard of Oz

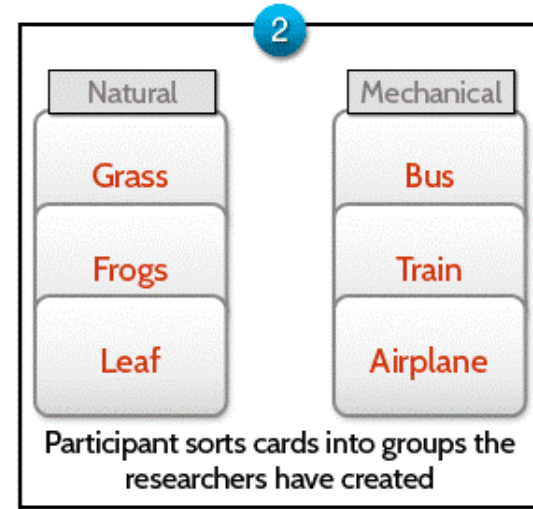
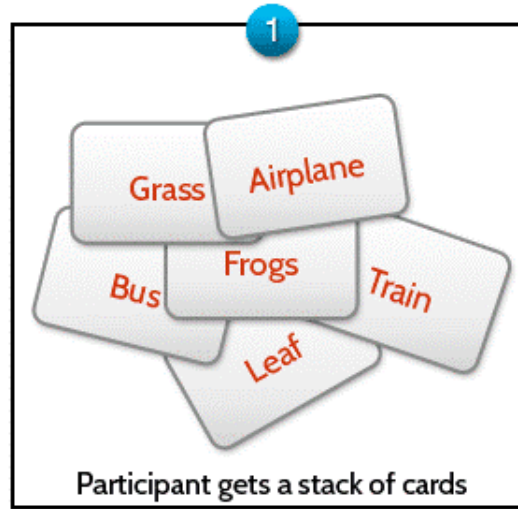


Wizard of Oz testing – The listening type writer IBM 1964



Closed Card Sort

Card Sorting



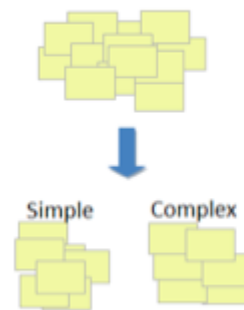
TN erhalten Karten mit Begriffen und vorgegebene Kategorien



TN ändern ggf. die Begriffe und gruppieren die Karten



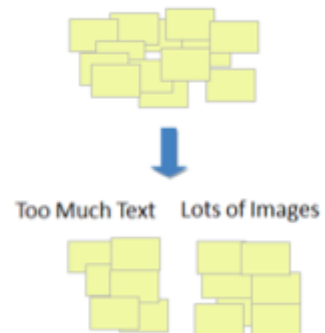
Sort 1



Sort 2

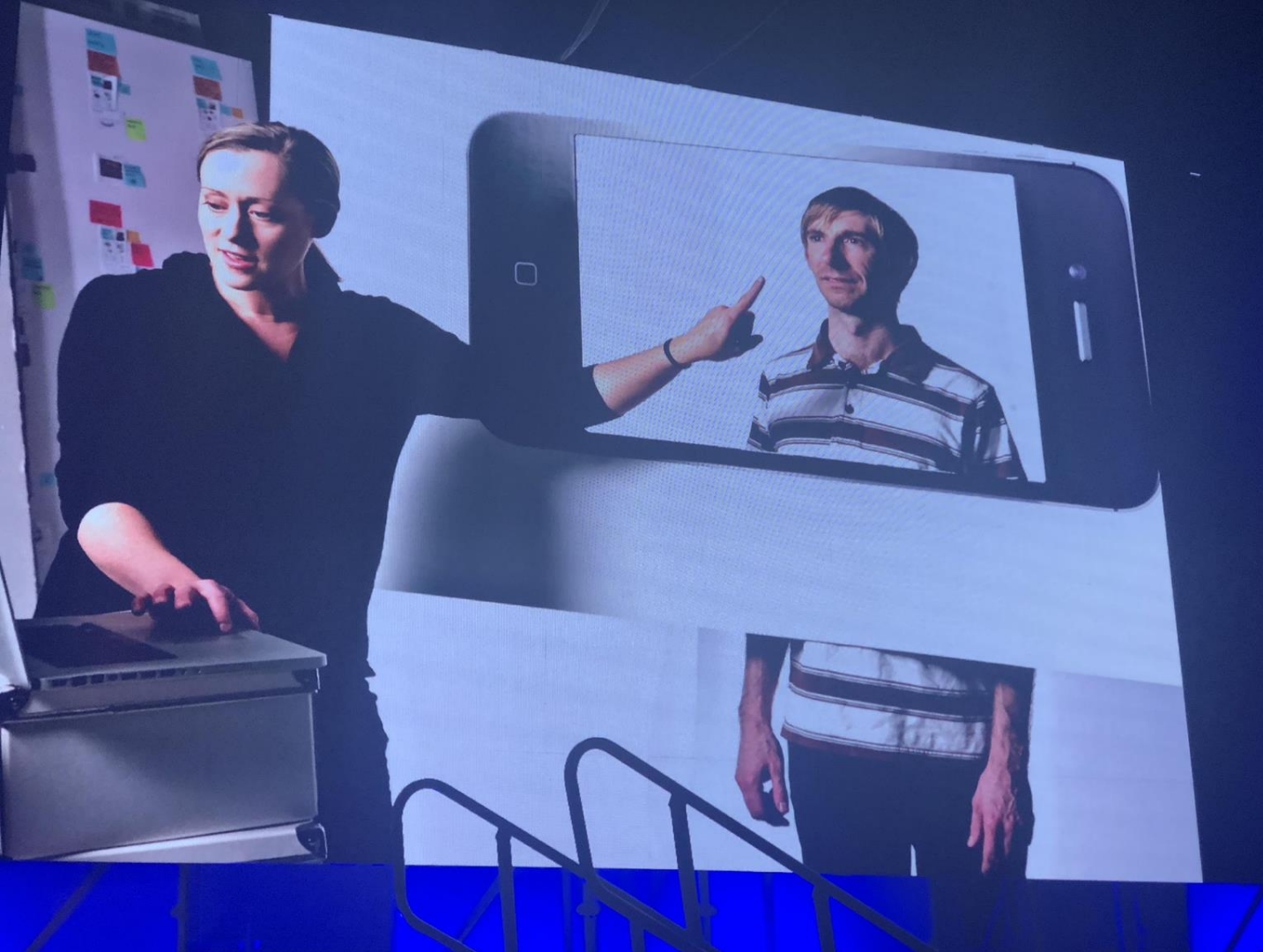


Sort 3

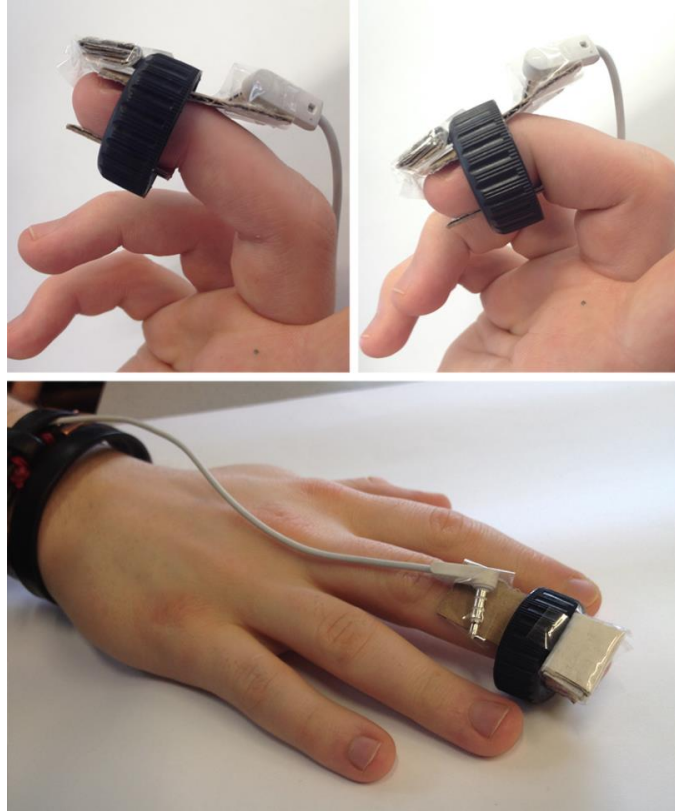


Role Play Prototype





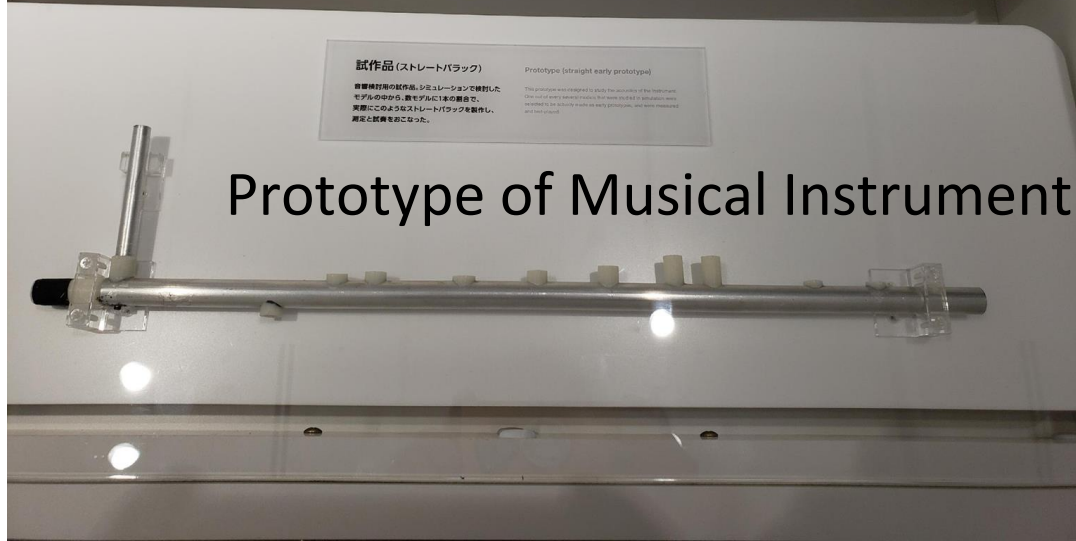
Finger Sensor Prototype



Prototype of Musical Instrument – Rev. 3



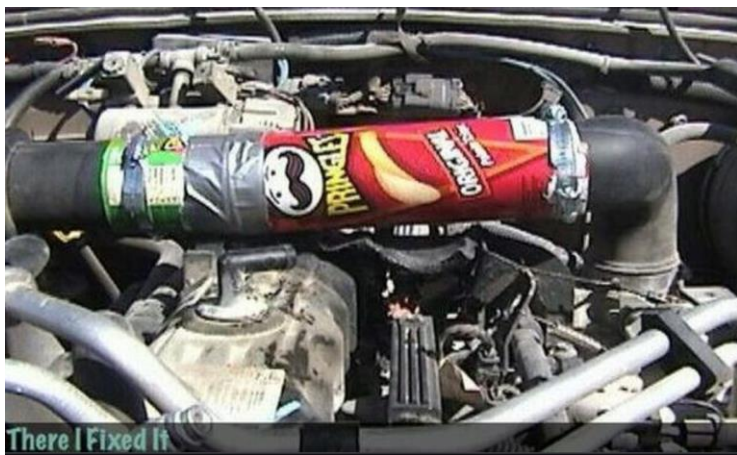
Prototype of Musical Instrument – Rev. 2













Different Levels of Feasibility

Zappos - They didn't have supply chain! They just took pictures of shoes in stores and posted them. Then when they got an order they went and bought shoes and shipped them to their customers!!!



Science Fiction Prototyping

<https://medium.com/sagefuturemakers/science-fiction-prototyping-32bc2763767a>

Foreword by **James Frenkel**



Science Fiction Prototyping

Designing the Future with Science Fiction

Brian David Johnson

Includes conversations with:
Cory Doctorow, Chris Warner, Sidney Perkowitz

Science fiction is the playground of the imagination. If you are interested in science or fascinated with the future then science fiction is where you explore new ideas and let your dreams and nightmares duke it out on the safety of the page or screen. But what if we could use science fiction to do more than that? What if we could use science fiction based on science fact to not only imagine our future but develop new technologies and products? What if we could use stories, movies and comics as a kind of tool to explore the real world implications and uses of future technologies today?

Science Fiction Prototyping is a practical guide to using fiction as a way to imagine our future in a whole new way. Filled with history, real world examples and conversations with experts like best selling science fiction author Cory Doctorow, senior editor at Dark Horse Comics Chris Warner and Hollywood science expert Sidney Perkowitz, Science Fiction Prototyping will give you the tools you need to begin designing the future with science fiction.

The future is Brian David Johnson's business. As a futurist at Intel Corporation, his charter is to develop an actionable vision for computing in 2021. His work is called "future casting"—using ethnographic field studies, technology research, trend data, and even science fiction to create a pragmatic vision of consumers and computing. Johnson has been pioneering development in artificial intelligence, robotics, and reinventing TV. He speaks and writes extensively about future technologies in articles and scientific papers as well as science fiction short stories and novels (*Fake Plastic Love* and *Screen Future: The Future of Entertainment, Computing and the Devices We Love*). He has directed two feature films and is an illustrator and commissioned painter.

<https://www.amazon.com/Science-Fiction-Prototyping-Designing-Future/dp/1608456552/>

Science Fiction Prototyping



Science Fiction Prototype

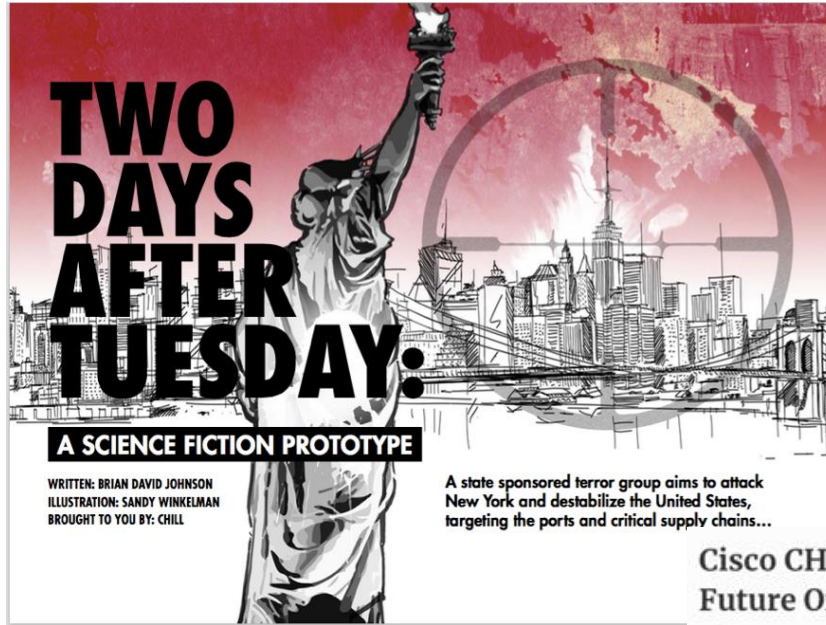
Science Fiction Prototyping (SFP) incorporates narratives (science fiction stories, comics, movies) as a means of introducing innovation into scientific and engineering practices, business activities and policymaking.

SFPs focus on inventing or imaging a possible future by exploring trends from research and threatcasting.

SFPs allow organizations to investigate the possible impact that has been identified through the threatcasting process.

SFPs scrutinize the political, ethical, legal and business impacts of these futures.

Science Fiction Prototype Applied Industry



“People aren’t wired to imagine the future, 10 or even 5 years out, which is a blocker to innovation. We need to create that world for them, so they can immerse themselves in this future scenario, making it immediately apparent what kind of solutions we need to prepare for that future.”

Cisco CHILL To Tackle The Future Of Work In 48 Hours



Western Bonime Contributor @
Style & Design



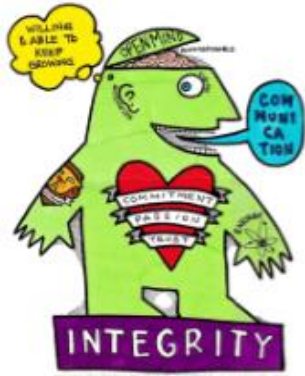
Approach

1. Pick Your Science and Build Your World
2. Identify the Scientific Inflection Point
3. Consider ramifications of the Science on People
4. Identify the Human Inflection Point
5. Reflect on what Did We Learn?

ITERATE!

Recipe for Success

Head AND Heart



Your Goals AND Other People's Goals



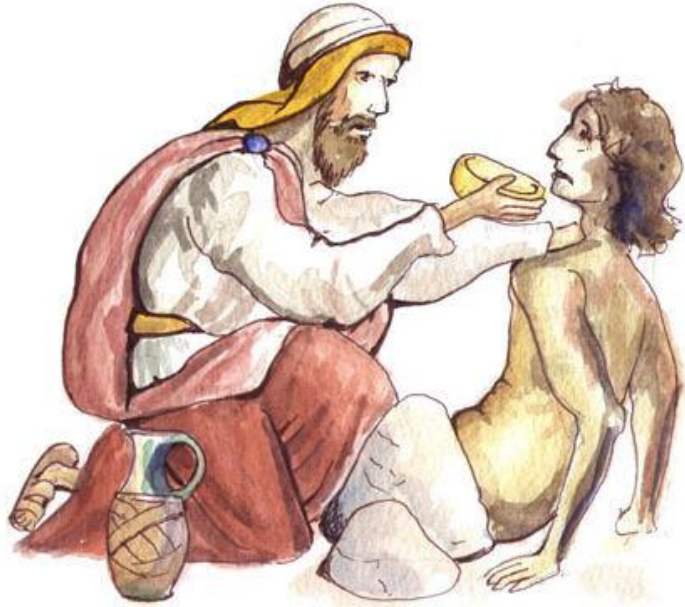
Talking AND Listening



Knowing AND Doing



Learning vs. Doing



Researchers conducted an experiment on human behavior.

People studying at a religious university told that they needed to quickly go across the alley to provide a talk to school children about the Good Samaritan. They were told they were LATE!

As they crossed the alley between the university and the children's school researchers had positioned a body laying in the alley.

When they were running late . . . what % of people stopped to help the person?

In the dark/nighttime?

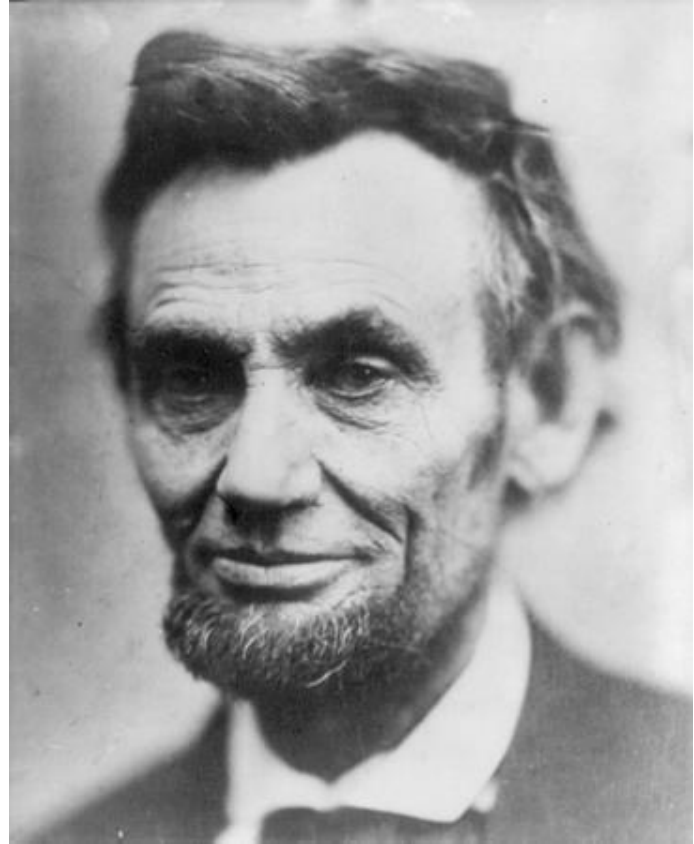
In the light/daytime?

When laid in their path so they had to **STEP OVER THEM?**

Abraham Lincoln on Commitment

"COMMITMENT is what transforms a promise into reality. It is the words that speak boldly of your intentions. And the actions which speak louder than the words. It is making the time when there is none. Coming through time after time after time, year after year after year. Commitment is the stuff character is made of; the power to change the face of things. It is the daily triumph of integrity over skepticism."

– Abraham Lincoln



“Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.”

- Mark Twain



Desire vs. Intention

願望 vs 決意

願望—やろうと思う

- **Desire - - - TRY**

- to wish or long for or crave.
- to ask for; request.



決意—必ずやる

- **Intention - - - COMMIT**

- determining to do a specified thing.
- a concept formed when the mind is directed toward an object, aim, end or purpose

Confidence is NOT Required!

自信はなくてもかまわない

- **Confidence** 自信

- the quality or state of being certain.
- a state of mind or a manner marked by easy coolness and freedom from uncertainty or embarrassment.

コミットメント

- **Commitment**

- an agreement or pledge to do something.
- carrying into action deliberately.



WHATEVER YOU CAN DO,
OR DREAM YOU CAN,
BEGIN IT!
BOLDNESS HAS
GENIUS, POWER
AND MAGIC IN IT.

(GOETHE)

“Treat people as if they were what they ought to be, and you'll help them to become what they are capable of becoming.”

- Johann Wolfgang Von Goethe, 1749-1832, German Poet, Dramatist, Novelist

Magical Power of Writing Down Goals

- How many people here write down goals for your project? For your life?
- Only 4% of people write down their goals even though those who write down their goals achieve them almost 100% of the time.

— Why do so few people write down their goals?



Commitment to Action

What action will you take to apply what you learned today?

Date you will take this action? _____

Who will be your "thinking partner" to encourage you to take action, and check on your progress?



Kimberly's Articles on Design Thinking

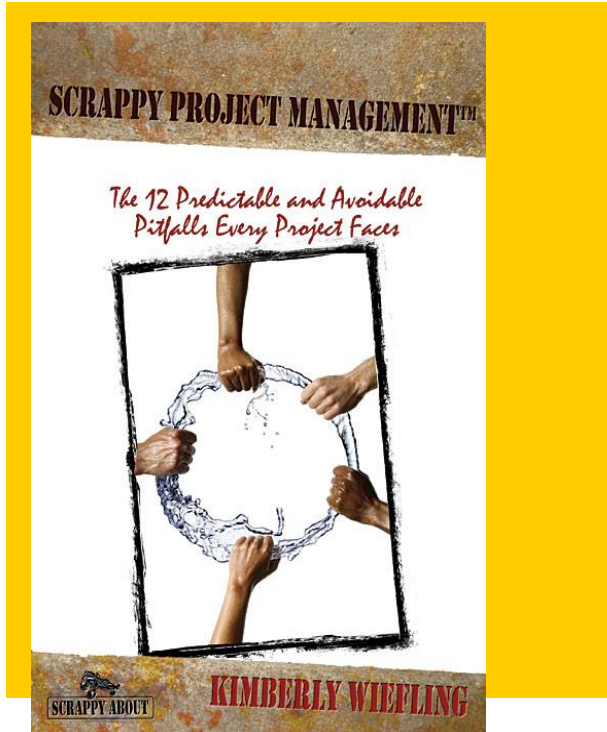
Please go here if you want to read about this approach to Design Thinking:

What is Design Thinking? A Powerful Methodology, but NOT Thinking About Design!

<https://drive.google.com/file/d/1bfEwLUdMvaaK2EUSRQ4u5qKIIT4ZvV5Z/view?usp=sharing>

Scrappy Design Thinking - Simple Tools, Practical Tools

<https://drive.google.com/file/d/14f4W0M6LN2eftJRjcRI1RAmENmNgJUdz/view?usp=sharing>



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Sensible Project Management

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Conceive it. Believe it. Achieve it.