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Name of Tool

These will be guiding questions for you to ask yourself as you progress through the stages.

HOW

- There will be a description as well as important starting steps. This can be followed by term definitions or clarifying notes.
- Note: the notes tell you how the page you are on works and how you can use it yourself
- **Definition:** terms specific to that activity will be defined
- After the first steps, there can be next steps or more important things to keep in mind.
- **Example:** certain steps will tell you the “Effective” versus “Ineffective” ways to complete the activity.
- At the beginning of each primary section, there will be a checklist of “To Do” items. Return to this list after completing a stage before moving on to make sure you have completed these items.





Objectives

What are your goals?

FOCUS:

- Shape a **culture** of innovation that influences behavior and brings economic value to the business.
- Raise the innovation and design thinking **competency** level of the organization.





Innovation Norms

What are some norms your team should keep in mind while working with each other?
How can you make working on your brief fun and efficient?

- **WORK FAST:** move quickly and accomplish a lot
- **SHOW SOMEONE:** have a bias towards action
- **EMBRACE RISK:** be bold, take risks, and be open to the unknown
- **WORK TOGETHER:** collaborate; two heads are always better than one
- **GET MESSY:** be willing to experience messy situations
- **LOOSEN UP:** get comfortable and create a relaxed atmosphere with your team



Culture

OVERVIEW

During the Understand phase you will...

- : Figure out the different people you are solving for using the User Map
- : Generate interview questions
- : Interview some of your users using Chick Chat
- : Unpack the interviews using What'd Ya Hear? Or M.O.V.E. Cow
- : Move on to the Imagine stage to use what you learned from the interviews

UNDERSTAND

A problem well defined is half-solved

GATHER

Listen to the voices of the customer, operator, marketplace, and stakeholders.

EXAMINE

Clearly articulate your problem or opportunity.

User Map

Who are you solving for? Identifying your user allows you to easily determine who to target throughout the project.

HOW?

• Brainstorming potential users for your topic or issue and categorize them into:

- **DIRECT:** the main and specific user(s) you are designing for
- **FRINGE:** the secondary users, directly affected but not specifically targeted
- **MASS:** the outer circle of users, those not directly affected, the community

• Example Challenge: You want to lessen the amount of time it takes to bag something in the Restaurant.

- **DIRECT:** The Baggers
- **FRINGE:** The Customers
- **MASS:** Other employees





UNDERSTAND

Chick Chat

What are your users' stories? Chick Chat is the time to focus on understanding people.

HOW?

- First develop questions for your “Direct” user from the User Map. The goal is to get people to tell stories and explore their passions.
 - **Effective:** “Tell me a story about your favorite experience at a Chick-fil-A Restaurant.”
 - **Ineffective:** “Do you enjoy going to Chick-fil-A?”
- Get multiple perspectives! Include different types of users from every category in the user map.
- Finally, conduct interviews and take thorough notes. Mark anything that your user seems to be especially passionate about or problems they mention.





UNDERSTAND

What'd Ya Hear?

What are your users' needs? Unpacking user interviews is important when it comes to identifying the exact problem you will be solving for.

HOW?

- Using Post-its, identify and separate headlines for inspirations and bugs.
- Note: Bugs are problems your user deals with while inspirations are focal points that impassion your user.
- Combine an inspiration and a bug from your notes to generate possible design opportunities to meet the needs of your user.
- Look for the trends and patterns in the inspirations and bugs; make some hunches about designs that can both inspire and solve the bugs.
- Keep in mind that at this point, the design hunches could be questions (like How Might We...?) or potential prototypes to build.
- Next, determine which is the most prominent problem. You will be using this later, so keep it easily accessible.





UNDERSTAND

M.O.V.E. Cow

What are your users' needs? The M.O.V.E. (Moment of Visible Empathy) Cow unpacks interviews to pinpoint specific things your user stated as a problem.

HOW?

• Answer the questions listed:

- Who did you meet?
 - Unpack the specific characteristics about your user.
- What blew your mind?
 - What resonated with you?
- I Wonder?
 - I wonder if there was a way to [insert idea] because [insert current problem]?

• Example of Strong 'I Wonders':

- **Effective:** "I wonder how play experiences can project a greater sense of safety and trust for parents?"
- **Ineffective:** "I wonder how we could create a playground with slides and games for the kids to have fun on while their parents finish eating?"



Pro Tip: Make sure to keep your "I Wonder" broad enough to encompass a few different solutions, rather than just one.



UNDERSTAND

OVERVIEW

During the Imagine phase you will...

- Come up with a How Might We question for your project to focus on
- Brainstorm as many possible solutions as you can for your How Might We
- Organize those possible solutions with Range Finder
- Choose a possible solution you want to make happen and move onto the Prototype stage

IMAGINE

Generating ideas and concepts to solve a problem.

IDEATE

Generate ideas, keeping in mind the principles of a comfortable atmosphere, right people, clear focus, energy safety, and time.

EXAMINE

Truly “breakthrough solutions” have an element of risk.

How Might We...

What question are you trying to solve for? A How Might We (HMW) question helps you come up with the goal of your project and doesn't suggest one solution, but leaves room for coming up with multiple.

HOW?

- Each member should write down 3-5 broad questions that revolve around the problem you have identified.
- Note: These questions should all start with "How Might We..."
- After developing HMW's individually, work together to decide on the final HMW question.
- "How Might We..." Examples:
 - **Effective:** "How Might We create a fun and functional way for kids to have fun while their parents finish eating?" This includes multiple solutions (waterslide, playground, etc.)
 - **Ineffective:** "How Might We build a waterslide inside of Chick-fil-A?" Only one solution.





IMAGINE

Brainstorming

Now that you have your How Might We... what possible solutions can you come up with? Avoid judgment and know that any idea is a good idea at this point.

HOW?

- Avoid judgment and know that any idea is a good idea at this point.
- Think it, write it, say it, stick it. Go for volume by generating as many ideas as possible.
- Try to write your ideas in a place where they won't get erased or lost too quickly so you can organize the ideas later.
- At the end of your brainstorm session take a photo of your ideas to have a digital copy.





Range Finder

Need some help organizing ideas? The Range Finder gives you perspective on your goals and exactly what your team is going to be able to accomplish right now as opposed to later on.

HOW?

• Organize your ideas from the brainstorm section based on how possible and relevant they are right now.

- **In Front of Us:** These are your plausible ideas.
- **Beyond the Trees:** These ideas are a slight stretch of your resources and skills.
- **Over the Mountains:** These are ideas that will require lots of money/resources/time.

• Examples:

- **In Front of Us:** Add music and speed clocks to the process of bagging, add some fun!
- **Beyond the Trees:** Build a bigger bagging area for the employees to use within the restaurant.
- **Over the Mountains:** There can be tubes that shoot the food into the bags for customers. All the bagger would have to do is place the food into these shoots.





OVERVIEW

During the Prototype phase you will...

- Create a low resolution prototype
- Go to the Validate stage and get feedback on your low resolution prototype
- (Optional) From the feedback create a medium resolution prototype
- (Optional) Skip to the Validate stage and get feedback on your medium resolution prototype
- Come back to the Prototype stage and create a high resolution prototype
- Proceed to the Validate stage and get feedback on your high resolution prototype

PROTOTYPE

Putting form around the idea or concept.

DEVELOP

Learn and Discover.

REFINE

Iterate.

Low Res vs. High Res

Make your thinking visible and tangible through prototyping.

HOW?

- Begin with creating a low-res physical product or a storyboard of what your product will look like and it will function.
- Your low-res product is like creating an eggshell around your overall goal of your ending product. What do you want your user to take away from your product?
- After receiving feedback on your prototype, create a high-res prototype of your product.
- Note: You will most likely have multiple iterations of your prototype. Work your way up in resolution, rather than jumping straight from low to high.





OVERVIEW

During the Validate phase you will...

- : Verify that your product aligns with the objectives of your project
- : Check if your product has met what your team has defined as “success”
- : Check that your product works for the needs of your specific user
- : Get feedback from your users using Four Questions or I Like, I Wish, I Wonder
- : Receive feedback from your teammates and the Four Voices
- : Sort through the feedback
- : Use the feedback to make any necessary changes and improvements
- : Return to the Prototype stage to make a higher-resolution prototype based off the feedback you received

VALIDATE

Testing high resolution designs with objectivity.

TEST

Test to see if your product matches with the requirements of a dedicated leader, a cross-functional team, an adequate budget, and a reasonable schedule.

ANALYZE

Analyze how well your product fits to your objective

Four Questions

Four Questions helps illicit feedback for your prototypes. Getting feedback is a crucial step in order to determine if your product is on track with your user's needs.

HOW?

• Have your user answer these four questions to gain feedback on your prototype:

- **What things do you like the most?**
- **What things can be improved?**
- **What things do you not understand?**
- **What are new ideas to consider?**

• Remember the Four Voices for places to find users to test your prototype:

- **The Customer:** They are the clearest voice and although they may not be able to clearly articulate what they want, they will always be able to tell you if you're going off track.
- **The Operator:** Being able to hear and understand other Operators is crucial when it comes to identifying, brainstorming, and solving a problem.
- **The Marketplace:** Including other business men/women who may have key insights or suggestions for how to go about certain problems.
- **The Stakeholders:** It's always important to have the agreement and approval of any key leaders or stakeholders within Chick-fil-A.





I Like, I Wish, I Wonder...

I Like, I Wish, I Wonder organizes feedback through constructive criticism.

HOW?

- Go around the room and discuss what you like, wish and wonder about your product.
- **I Like:** What do you like about the solution? What should stay the same?
- **I Wish:** What do you wish could be included or taken out of the solution? What should be changed?
- **I Wonder:** What do you wonder about the solution? What is unclear or confusing? What was the 'oops' of the project?





OVERVIEW

During the Launch phase you will...

- Check with your team that you have made all of the adjustments
- Contact the people needed in order to release the product
- Launch the product using Rocket Launch

LAUNCH

Roll out a finished solution.

RELEASE

The scale is wider. The emotion is higher. The stage is bigger. The result is multiplied.

IMPROVE

Determine who owns maintenance and improvements. What else can you improve too?

Rocket Launch

Are you ready to launch your product? You should have the questions “What do we need to improve?” “How is our product being received?” and “Is the product ready to launch?” Answered before you finally launch your product.

HOW?

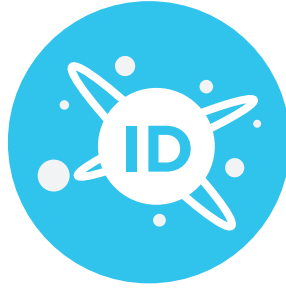
• Are you ready to release your product? Need to make any last touches?

• Before launching, ask yourself these questions:

- Have you identified the correct user and their problem?
- Have you gotten feedback from your users?
- Is your product functional? Have you tested it?
- Does your product meet the needs of your user?







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