

IDEAFLOW

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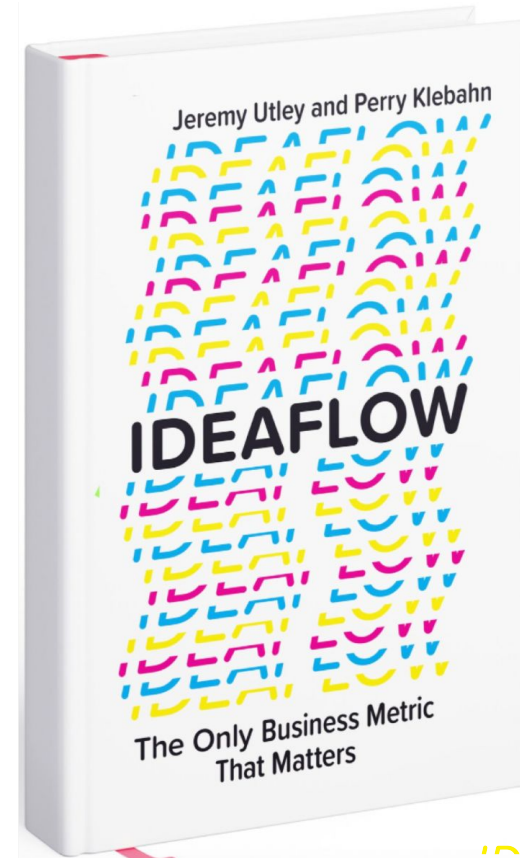
IDEAFLOW

Innovation isn't an
event, **workshop,**
or sprint

It's a **practice**

1: Measure Tomorrow's Success...

- 2: Amplify Ideaflow
- 3: Flood Your Problem With Ideas
- 4: Build An Innovation Pipeline
- 5: Put Ideas to the Test
- 6: Make World Your Lab
- 7: Mine For Perspectives
- 8: Shake Up Your Perspective
- 9: Stoke Curiosity
- 10: Encourage Creative Collisions
- 11: Untangle Creative Knots



1: Measure Tomorrow's Success...

What was the biggest surprise of the chapter for you?

What was your favorite quote?

1: Measure Tomorrow's Success...

“Every problem is an idea problem” – What’s ONE problem you faced this week?

How many ideas did you come up with to solve it? How do you capture them?

1: Measure Tomorrow's Success...

Do the 2-minute email subject line drill on page 12. How many did you generate?

Let's debrief that

How was it to generate many ideas in that timeframe?

How did having more choices influence what you ultimately selected?



1: Measure Tomorrow's Success...

Draw a diagram of your last “breakthrough moment”

Include the process leading up to it, and the spark that triggered the “ah ha!”

1: Measure Tomorrow's Success...

Consider Perry's experience at Patagonia post-9/11 (in the first few pages of chapter 1). Have you ever seen the "safe choice" turn out unexpectedly risky?

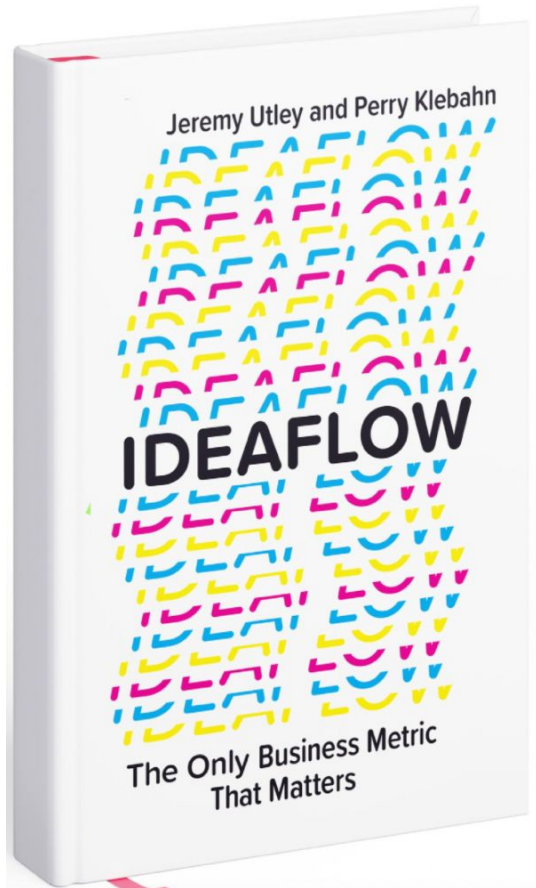
1: Measure Tomorrow's Success...

Remember Jeremy's cooler story? Document a "minor breakthrough moment"

Include the process leading up to it, and the spark that triggered the "ah ha!"

Don't remember the story? Read it here:
<https://bit.ly/minorbreakthroughs>





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2: Amplify Ideaflow

What was the biggest surprise of the chapter for you?

What was your favorite quote?

2: Amplify Ideaflow

What's a hobby you've built some expertise in?

What did it take to master this activity?



2: Amplify Ideaflow

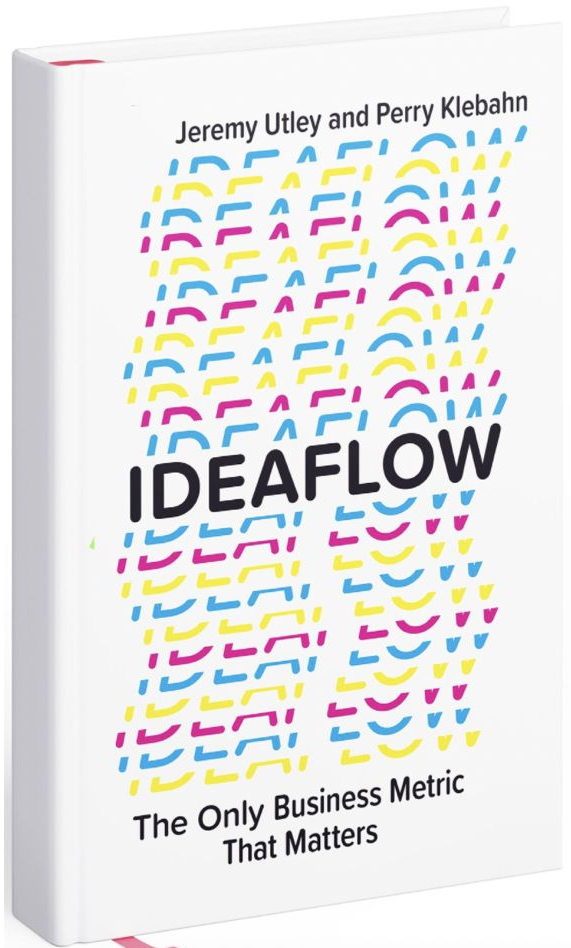
Which one of these practices are you most interested in starting in the next 2 weeks?

- 1.) Idea quota
- 2.) The discipline of documentation
- 3.) The rigor of review
- 4.) Pad your schedule

Great! Start it and summarize your observations here...

Daily Idea Quota Worksheet

the obvious solution	the exact opposite	WWxD what would (innovator/brand) do
something ridiculous	phone a friend / partner	something illegal
the competition would never...	involves magic	would cost too much...



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3: Flood Your Problem With Ideas

Before reading the chapter, answer these two questions:

How many ideas does it take to get to a commercially successful product?

What is the last brainstorm you participated in? Think of the prompt, the attendees, etc...

How many ideas did the brainstorm yield?



3: Flood Your Problem With Ideas

What was the biggest surprise of the chapter for you?

What was your favorite quote?

3: Flood Your Problem With Ideas

Which one of these effects most impact your ability to generate ideas more?

- 1.) Pressure
- 2.) Creative Cliff
- 3.) Anchoring
- 4.) Einstellung Effect

Why is that?

3: Flood Your Problem With Ideas

What are three areas in your life that could use some brainstorming?

Create 3 How might we statements for them below.

1.

2.

3.

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4: Build An Innovation Pipeline

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What was your favorite quote?

4: Build An Innovation Pipeline

On pages 73-76, Utley and Klebahn tell the stories of “premature scaling” at both GM and Keller Williams – do those stories remind you of anything you’ve seen in your career?

Looking back on that experience, **what was the assumption that got missed?**

4: Build An Innovation Pipeline

Think of the last “test” you ran - how much did it cost? How long did it take?

4: Build An Innovation Pipeline

Create your first pipeline

For 2 days, keep a running “bug list” like the one described on page 85

Select one “bug” (problem) as the focus on solution-generation

Do an idea quota for 3 days against that “bug”

After 3 days, select one idea to test in 2 hours

Run the test

4: Build An Innovation Pipeline

MY BUG LIST

It stinks that...

It's pointless that...

It's annoying that...

I can't believe we / they / it ...

Daily Idea Quota Worksheet

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5: Put Ideas to the Test

What was the biggest surprise of the chapter for you?

What did you highlight?

What was your favorite quote?

What did you tell someone about?

5: Put Ideas to the Test

Consider the example of the real estate company that surveyed 1,000 customers, and got 85% affirmative response. **What would you do if you surveyed 1,000 people and 85% of them said they liked your new idea?**

5: Put Ideas to the Test

In chapter 4, we asked you to “Think of the last “test” you ran - how much did it cost? How long did it take?” Considering this memory and the example from p101 – of turning a request for \$30m into a scrappy \$15k experiment – **push yourself to make the test you last ran 100x cheaper.**

5: Put Ideas to the Test

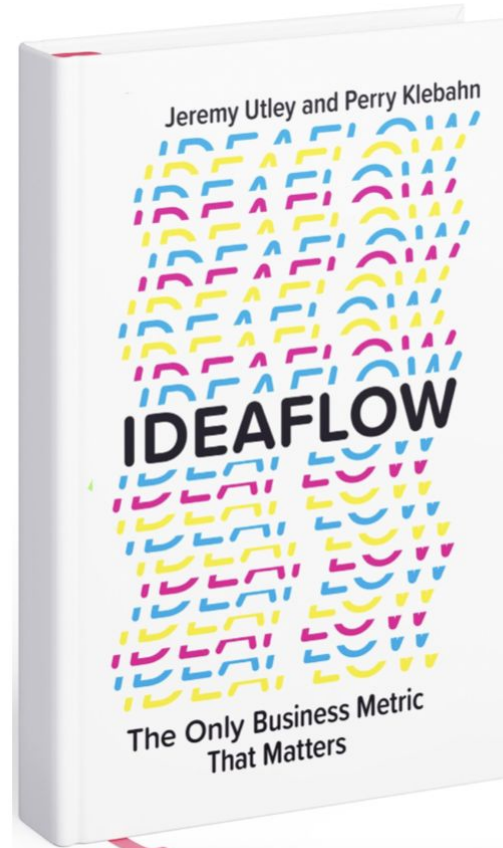
Run a retro-active (p94-98). What stands in the way of scrappy experiments today? Which one of those is most critical?

Do an idea quota on this point of resistance.

Daily Idea Quota Worksheet

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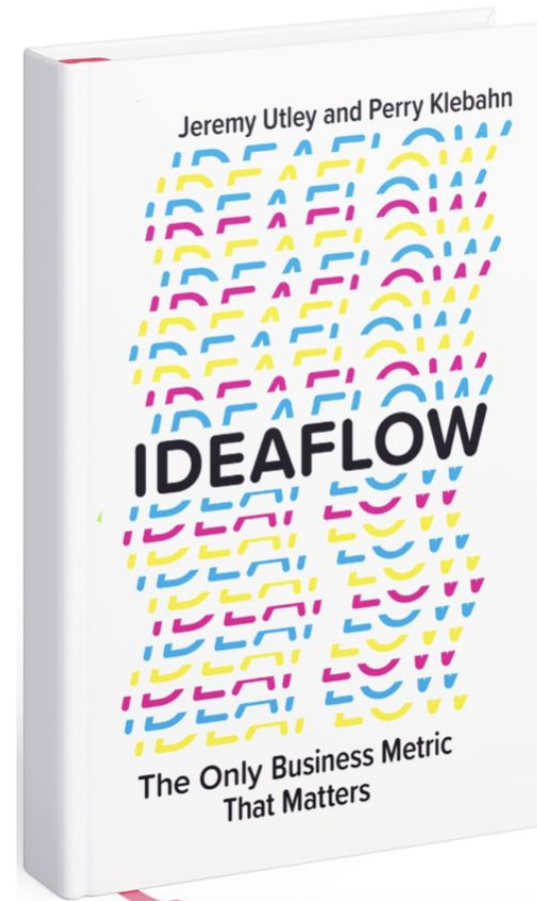


6: Make World Your Lab

This chapter gets into methods to bring experimentation into your practice. Apply one of these methods to a work challenge (big or small - think how Bill Gibson started with just an email). You do not have to take action - just think about how you might apply one of these methods and bring the questions and comments that arise for you to the session:

- **Sell it before you make it.**
- **Begging forgiveness over asking permission**
- **Cycle through experiments quickly**
- **Fake it til you make it**
- **Big Idea, Tiny test**
- **Defer Perfection**
- **Learning how to learn**

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7: Mine For Perspectives

This chapter is about the value of new and different perspectives in your innovation practice. The great news you already do this all the time:

1. Look at your calendar for yesterday.
2. What are the times you gained a new idea or a new perspective from an interaction with a colleague?
3. What did you do to make this happen? (exactly)

7: Mine For Perspectives

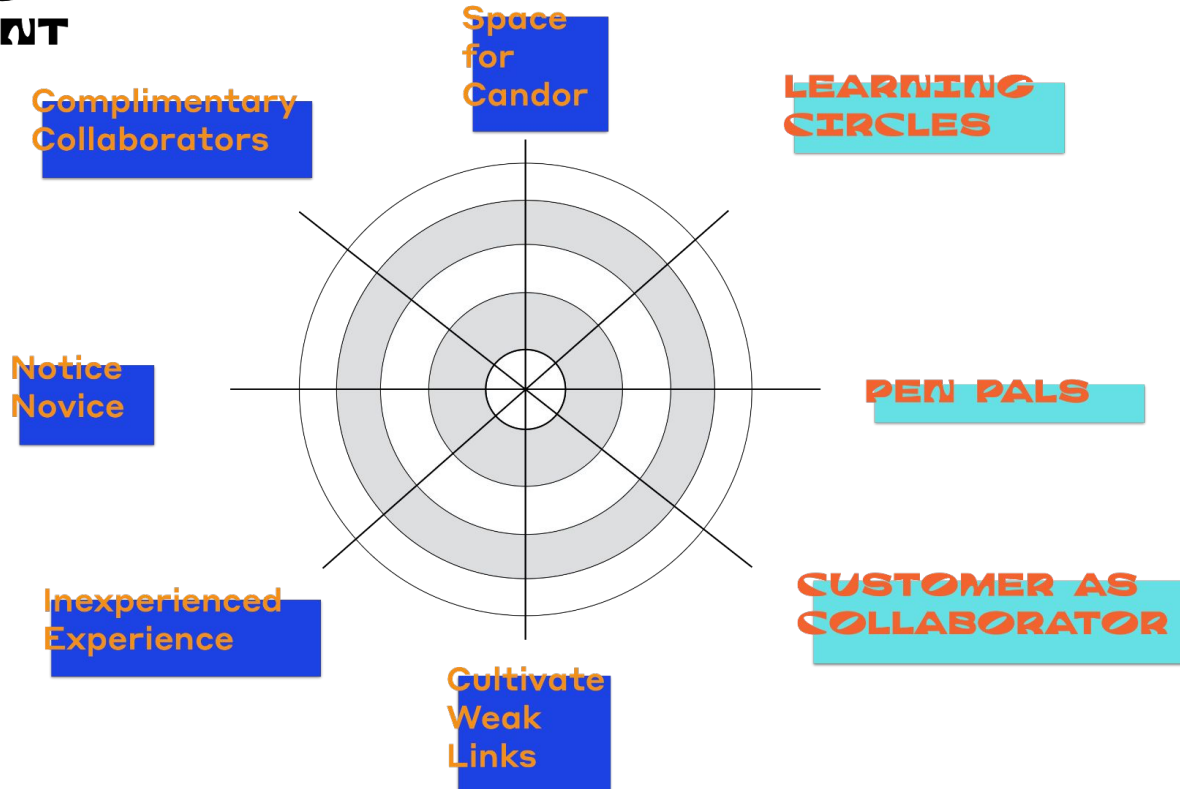
Now how to you use the tool of fresh perspectives in your innovation practice:

1. What is a work challenge you have that is in the next few days (pick something simple)?
2. Where do you need some new ideas in this work, some fresh energy, some inspiration to make the work better?
3. Who are you seeing in the next 24 hours (yes already seeing) who you can ask about this challenge and get a few new ideas?
4. Try this out and tell us about it.

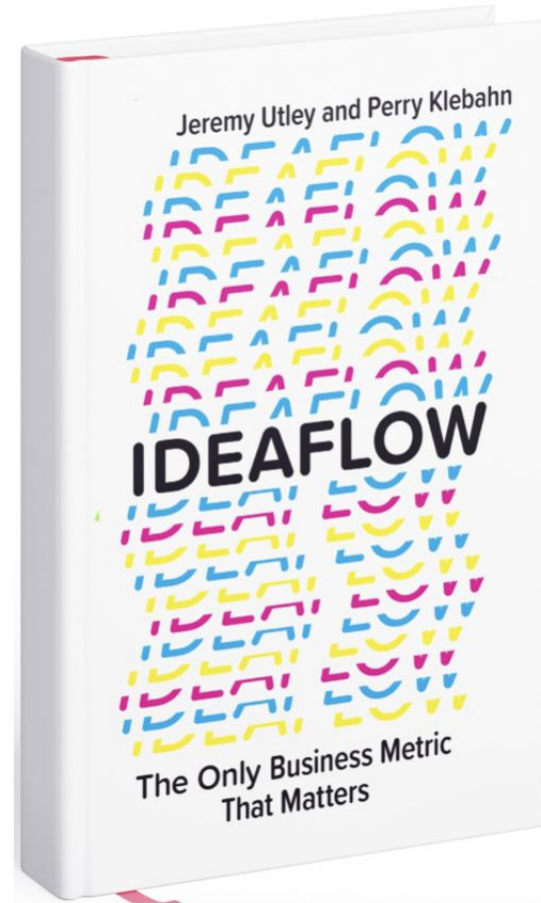
7: Mine For Perspectives

RATE YOURSELF
ON A SCALE OF 1-5
ON EACH DIMENSION

PORTFOLIO ASSESSMENT



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8: Shake Up Your Perspective

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8: Shake Up Your Perspective

Do an Assumption Reversal (p179).

- 1 - identify a user you want to understand and innovate for
- 2 - visit a place designed for them, which they love
- 3 - look for strange elements that challenge your definition of quality
- 4 - reverse those assumptions:

What does it tell you about the user if you start from the premise that “they love this place because of (strange element)?”



8: Shake Up Your Perspective

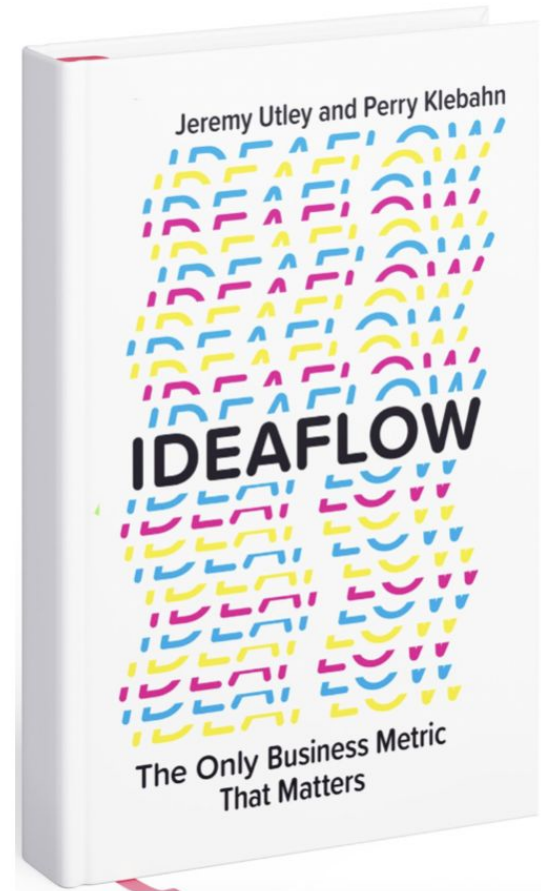
Choose one

Conduct an Empathetic Interview using the format on p183-187

Conduct a “painfully long” observation as detailed on p187-190

(wait until you stop looking and start seeing)

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9: Stoke Curiosity

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9: Stoke Curiosity

Part 1: Create a portfolio of HMW statements, using each lever (p197-201) at least once

Scale

Quality

Emotions

Stakes

Expectations

Similarity

9: Stoke Curiosity

Part 2: using a couple HMW's, do an Idea Quota

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9: Stoke Curiosity

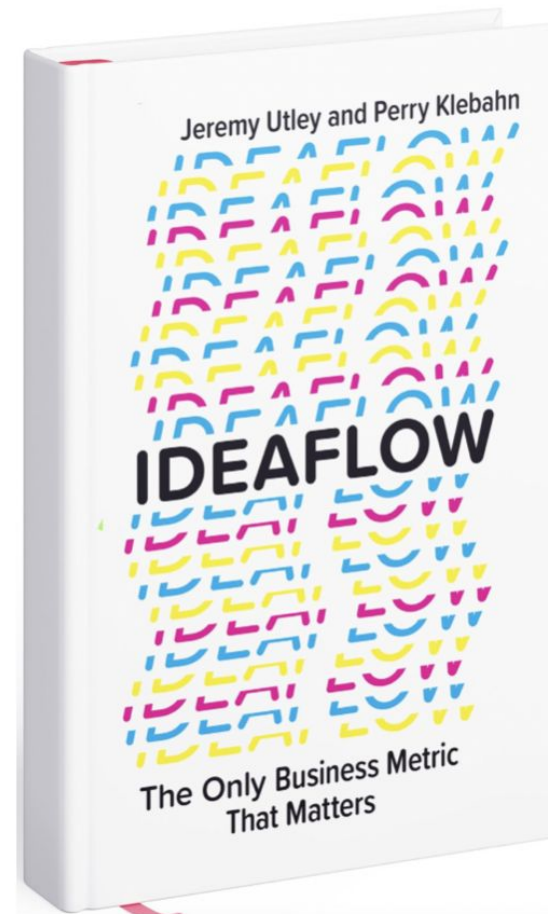
Leverage one of the prompts on p203-206

Subtract

Run A Retro-Active

Generate Un-Ideas

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10: Encourage Creative Collisions

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What did you tell someone about?

10: Encourage Creative Collisions

1. Think of a challenging problem to solve. Note: if you need help identifying a problem, create a bug list (pg. 71)
2. Now take your problem for a **walk** and perform a **WONDER WANDER**.
3. Look at different objects and ask “what does (_____) have to do with my problem?” example: Fire hydrant. What does it fundamentally do? How might that apply to your problem?

“The brain is incapable of producing new material from scratch. Creativity is taking something we already know and combining it in a new way.”- Morten Friis-Olivarius



10: Encourage Creative Collisions

1. Think about an important upcoming meeting that you'll host.
2. Now come up with 20 ideas on how this meeting will go badly.
3. Pick one of these **“un-ideas”** and let it be a seed for further ideation.

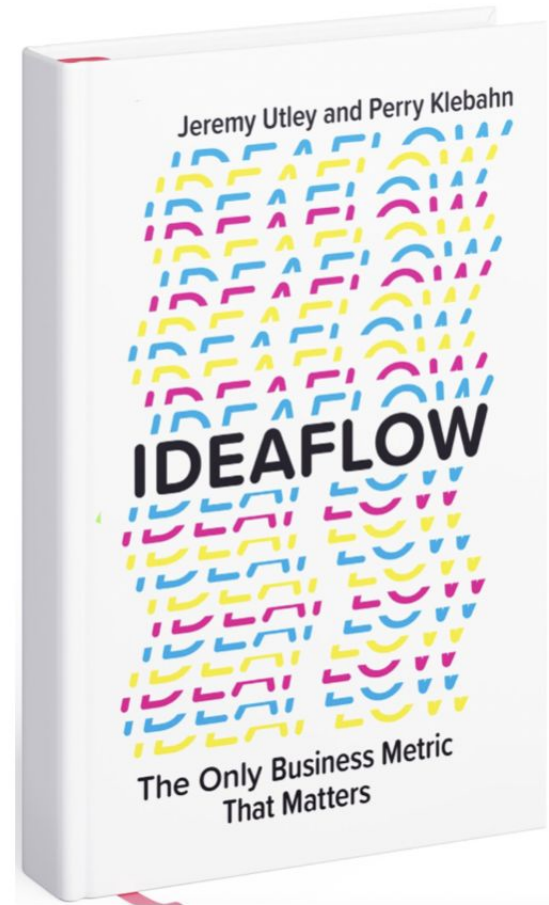
Reversing the polarity generates bad ideas. Using those force you to see the good in them, which triggers creative instincts. For the example above, if your boss will arrive late, how can you make that a good thing?

10: Encourage Creative Collisions

Just because you're flummoxed by a challenge doesn't mean it's unsolvable – look elsewhere! Go on an analogous exploration (p220-222) to discover ways of solving the very challenge that has you stumped.

1. Think of a challenge that needs more directed ideation
2. Ask yourself, “*Who already does this, in a different context?*”
3. Go visit that context, and **immerse yourself in the experience**
4. Distill principles of their solution from that experience
5. Leverage those principles to feed a new HMW & brainstorm

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11: Untangle Creative Knots

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11: Untangle Creative Knots

Give this assignment 20 minutes:

1. When you have a challenge at work or in your personal life – you are tense about it, you feel pressure, or you're simply not at your creative best – Step AWAY.
2. Frame up the problem that's making you tense into one sentence, and leave the office. Take a 20 minute walk, loosely thinking about the problem.
3. After 20 minutes, before going back to your work space, write down any new ideas you have about solving the challenge
4. Share with us how it went.



11: Untangle Creative Knots

Leverage one of the withdrawal tactics on p233-239

Get wet!

Switch tasks

Turn to a hobby

Take a nap

Seek a cool medium

Talk to another person

Note what happened (obstacles, ideas, breakthroughs)

Was it hard to give yourself permission?

BONUS: recommend a tactic to a subordinate or peer



CONCLUSION: A Love Letter To Your Future Self

THE BEST WAY TO GROW IN CONVICTION IS TO GENERATE NEW DATA.

WARNING: NOT ALL DATA IS CREATED EQUAL!

1. What data would help you move forward with confidence?
2. How could you create it (VERB)?
3. Create a calendar event later this week / next week:

Event name: Data creation: (VERB)

4. Create a calendar event next week

Event name: Review (VERB) data

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