

Innovation Breaks

toolkit

created by:
The Von Collaborative

booklet

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activity
cards

DEFINE

30

Journey Map

Visualize a user's experience as it unfolds through time.

Journey Map

KEY MOMENT

THUMBNAIL
SKETCH

BRIEF
DESCRIPTION

STAKEHOLDER 1
ACTIVITY

STAKEHOLDER 2
ACTIVITY

BEHIND-THE-SCENES
SYSTEM ACTIVITY

1. Think about the key moments in your users' journey. These may extend before and after the "major moments" of the journey.

2. Think about what each stakeholder is doing during each moment of the journey. What are the behind-the-scenes systems doing?

3. Highlight moments that seem especially ripe for improvement. Use these to help create your "How Might We?" brainstorm questions.

Extend the page if you need to add more moments! →

10.5

worksheets

Innovation for all.

This toolkit is designed to make it easy for you to get started. Businesses, social entrepreneurs and other innovators have used these tools for decades to create solutions for many different types of challenges. Inspired by the best innovators in the world, we have developed an approach and set of tools that promises to make innovation accessible to all.

All parts of the toolkit work together. The booklet (what you're reading now) is like an instruction manual for the toolkit. The activity cards guide you through specific activities to help you gain the necessary know-how. The worksheets provide a low risk way to quickly get started.

BUILD EMPATHY SPARK INSPIRATION IGNITE CREATIVITY TAKE ACTION GET UNSTUCK

Innovation is about using insights, inspiration, creativity, and experimentation to create new forms of value.

Innovation is not creativity without limits. It's not merely self expression. It's not reckless. There is a tried and true approach and set of tools that greatly increases your chances of finding untapped opportunities and building breakthrough ideas.

Innovation is not easy! It challenges the status quo in a myriad of ways. In order to bring innovative ideas we have to open to trying a new approach and try it with a new mindset.



Tool Anatomy

phase

DISCOVER

1 - 3 HRS

title

In-depth Interview

Talk with people that can help you learn about your problem space.

description



instructions

DISCOVER

1 - 3 HRS

In-Depth Interview

HOW TO DO IT

- / Identify key people to interview. Reach out to schedule a conversation.
- / Brainstorm questions. Write down as many potential questions as your team can generate. Remember that open-ended questions allow for stories and stories lead to insights for design solutions.
- / Refine questions and arrange them in the order that you would like to ask them. Print out this list to use as your interview guide.
- / Use your interview guide as a loose template for asking questions, but remember that it's a conversation, not an interrogation: feel free to deviate from the script to follow promising tangents.
- / After the interview, regroup with your team to review what you heard and what you learned, and articulate the most interesting insights.

Source / Stanford D.school
Picture Credit / Sophia Richards on Unsplash

supplies

MATERIALS

Notepad
Discussion guide
Pen
Audio/video recording equipment

TIPS & TRICKS

Interview in pairs: designate one question-asker, and one note-taker. (It's hard to do both well at the same time.)

Audio or video record the interview, if your interviewee gives you permission.

That ensures you won't miss anything important.

Conduct your interview in a comfortable, quiet place.

Ask why, even when you think you know the answer.

Never say "usually" when asking a question. Instead, ask about a specific occurrence. "Tell me about the last time you ____."

Encourage stories. Stories reveal how people think about the world.

Look for inconsistencies. What people say and do can be different. These inconsistencies often hide interesting insights.

added tips

v1.0

We believe innovation starts with people.

We believe in first understanding people and the needs they have. Starting with people can lead to unexpected outcomes, and arguably more relevant solutions.

Once you have identified an unmet need and a possible way to satisfy it, the next thing is to quickly figure out if the idea is financially viable and if you have the needed capabilities to bring it to life. All three aspects of desirability, viability and feasibility are needed to bring innovation to the people who will benefit most.





HUMAN-CENTERED INNOVATION CASE STUDY

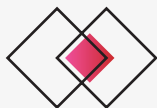
Gerber Sippy Snacker

By studying how children develop, we created a new sippy cup that makes it easier for kids who are learning how to be independent drinkers (and eaters).

The design team spent time with toddlers to understand how they actually used the current sippy cups of the day. The challenge was that kids had to tilt their heads far back, making it difficult to swallow. Among the innovative features, the new cup design allowed space for their nose “sink” into the top of the lid so they didn’t have to tilt their heads back as far.

All of the insights fueled a new kind of sippy cup that better addressed how kids develop naturally.

THE APPROACH



DEVISE

Scope and
devise



DISCOVER

Observations into
Insights



DEFINE

Insights into
Opportunities



DESIGN

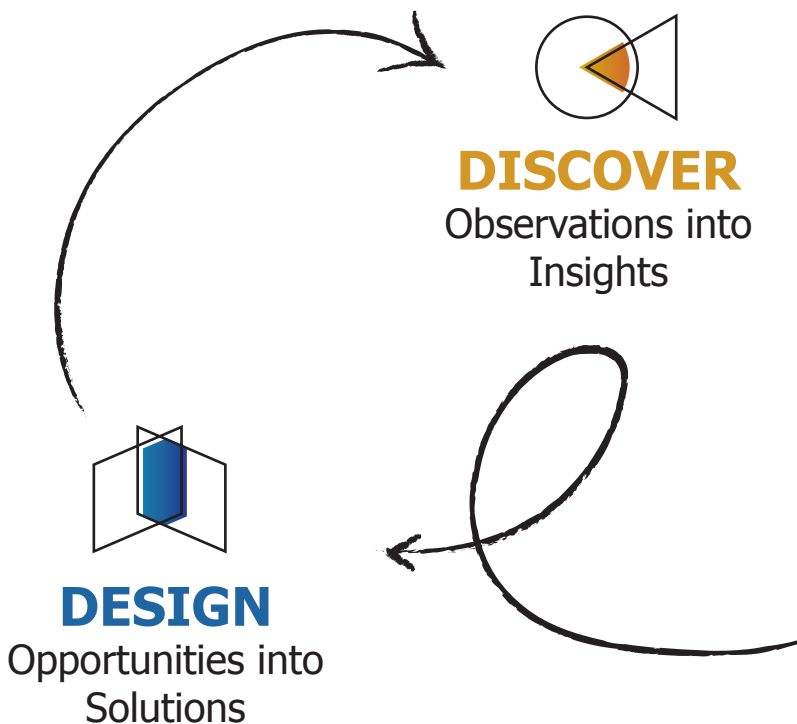
Opportunities into
Solutions



DEPLOY

Solutions into
the World

HOW THE PROCESS CAN FEEL (at times)





DEFINE

Insights into
Opportunities



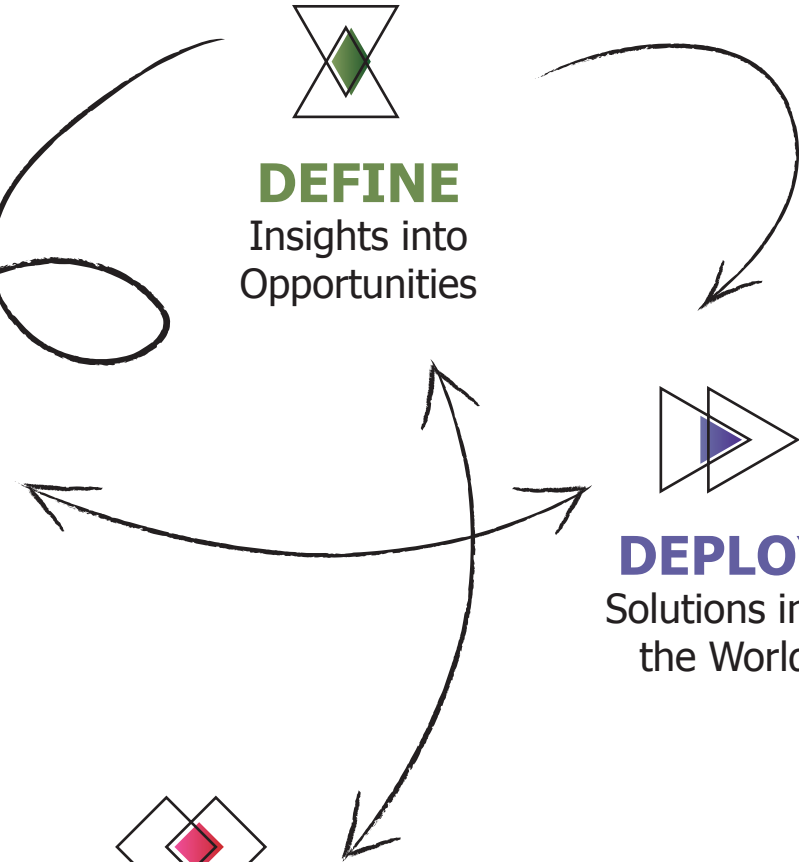
DEPLOY

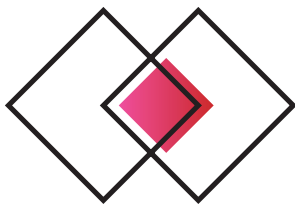
Solutions into
the World



DEVISE

Scope and
devise





DEVISE

Scope and plan

Frame the initial challenge. Organize the activities. Gain support.

Put together a robust project plan to reduce spin and to ensure you're solving a problem that matters.

Main activities:

- / Agree on an appropriate scope
- / Ratify a project plan
- / Assemble a team
- / Kick off the project

Suggested Recipes



Spend time asking critical questions to understand the context of your project.



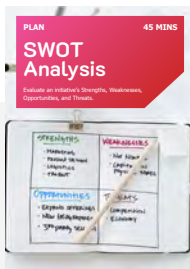
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Determine what you're trying to accomplish for the project and create a clear articulation of the customer's problem you're trying to solve.



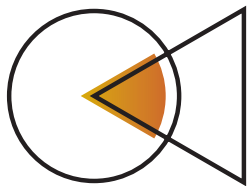
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Understand any information about your project, identify opportunity areas, and turn those opportunities into solutions.



DISCOVER

Observations into Insights

Gather information. Make connections. Get inspired.

Get out into the world and understand what's going on. Talking with people and co-creating potential solutions with them will help you gain critical insights into their world and understand their needs.

Main activities:

- / Decide on inputs and sources
- / Create artifacts and guides
- / Capture the data
- / Report back findings and insights

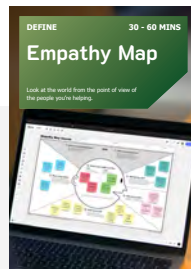
Suggested Recipes



Seek unexpected insights from other industries and get inspired from new ideas.



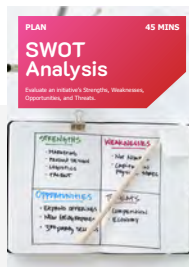
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Understand your customer and capture a holistic picture of what's important to them.



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Spend time watching your customer. Ask yourself why they're doing what they're doing. Brainstorm ideas to improve the experience.

DEFINE

Insights into opportunities



Codify the insights. Make connections across data sets.
Articulate the opportunities for innovation.

Spend time to identify the high-level areas to focus your innovation efforts. Many times teams might want to skip this step and go straight to the design phase. Time spent in clarifying the innovation opportunities can galvanize projects.

Main activities:

- / Combine insights into key learnings
- / Visualize the opportunities into frameworks
- / Clarify the importance of the insights
- / Clearly articulate the opportunity areas for innovation

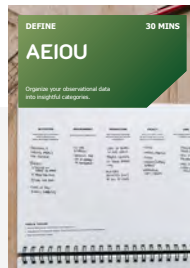
Suggested Recipes



Articulate something your particular customer needs to do.



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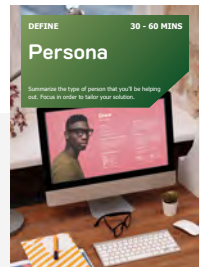
Put yourself in your customer's environment and capture the aspects of the situation.



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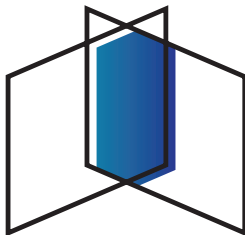
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Talk to your customer in their environment, debrief with clustering themes, create a persona to capture your customer.

DESIGN

Opportunities into solutions



Ideate within the opportunity areas. Vote on the ideas with the most promise. Build prototypes and test the ideas. Refine until you have something that's valuable.

Quantity begets quality. The more ideas you have the better the outcome will be. You'll be able to take the best parts from each if the ideas to make the ideal solution. Don't wait until this phase to start ideation - that should be done throughout. This is ultimately about iterating your way to the final the solutions - from low fidelity to high fidelity.

Main activities:

- / Leverage ideas from the previous phases
- / Brainstorm possible solutions
- / Evaluate the ideas and prioritize them
- / Develop prototypes for interaction
- / Test the solutions with the customers
- / Finalize the product, service, or experience

Suggested Recipes



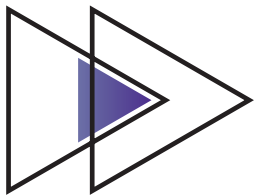
Get unstuck by turning a challenge into an opportunity to innovate by asking "How might we....?"



Build a physical representation of your best idea and create a way to test it with your customers.



Create a visual of your customer's step-by-step journey. Then create ideas to make it better and vote on which ideas you'd like to develop further.



DEPLOY

Solutions into the world

Launch your solution.

To reduce the risk of missing the mark, run a pilot of the solution at a small scale to ensure you have solved a relevant problem and that people are willing to pay for your solution.

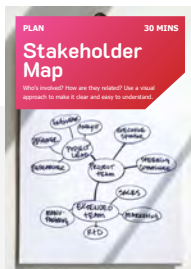
Main activities:

- / Run a test to validate the product, the customer, and the business model
- / Make a go/no-go decision on the solution
- / Launch when risk is reduced to an acceptable level (it will never get to zero)

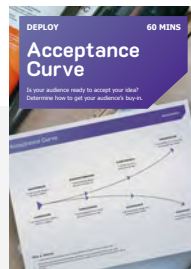
Suggested Recipes



Take a step back and evaluate how the project went for your team.



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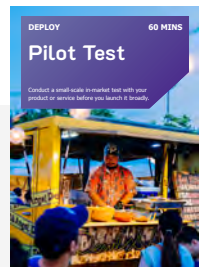
Identify all of the critical stakeholders for your project and determine how supportive they are of your new ideas.



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Identify what parts of your idea have the greatest risk, create a way to test it with your customers, run a pilot test in the real world.



An aerial photograph of a city, likely Hong Kong, showing a dense cluster of buildings on the left and a large, green, hilly area in the center and right. The image is used as a background for the text.

“The real voyage
of discovery
consists, not
in seeking new
landscapes, but
in having new
eyes.”

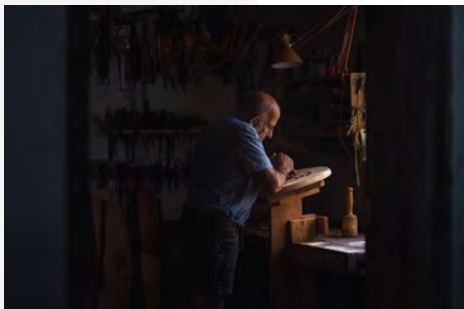
— Marcel Proust

INNOVATION REQUIRES NEW BEHAVIORS

EMBRACE
AMBIGUITY



BUILD TO
THINK





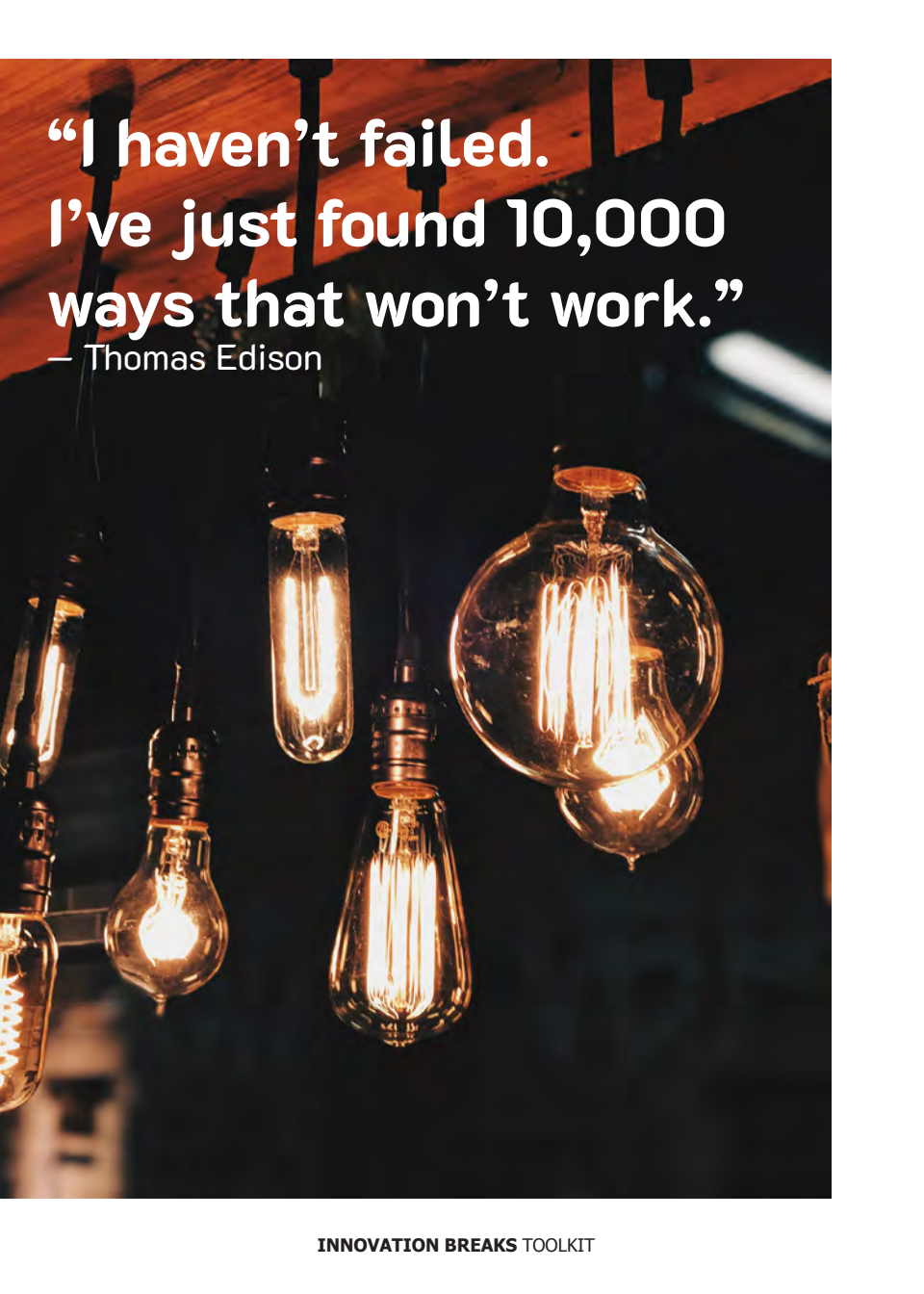
LEARN FROM
OTHERS



TRY IT OUT
CO-CREATE



EXPLORE
WITH
CURIOSITY

A photograph of several glowing incandescent light bulbs hanging from a wooden ceiling. The bulbs are of various shapes and sizes, including standard A19 bulbs and larger, more decorative ones. They are all lit, casting a warm, yellowish glow. The background is dark, making the light bulbs stand out. The quote is overlaid in white text on the upper left portion of the image.

**“I haven’t failed.
I’ve just found 10,000
ways that won’t work.”**

— Thomas Edison

You have permission to get out there and innovate!

We're counting on you to use this toolkit to ask tough questions with curiosity, challenge the status quo, search for inspiration, imagine new solutions, and test your ideas with customers. Innovation is a full contact sport!

This toolkit was designed to put innovation into the hands of all people.

The Von Collaborative is an innovation studio based in Minneapolis. It exists to help people and companies grow.

We can be reached at
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