

LET'S INNOVATE

DESIGN TOOLKIT

PANCENTRIC
DIGITAL



YOU CAN DO IT

Innovation is a team sport. Forget creative lone wolves pacing the workplace and lightbulb 'Eureka!' moments. The smart money is on collaboration and iteration - with customers and stakeholders. Innovation done the smart way is about observing some important but simple principles, following tried & tested steps and embracing easy-to-learn tools.

This pack will help you get off first base. You'll be able to organise your efforts, get to the heart of innovation issues and start shaping solutions the right way. Tempting as it is to call in the experts, there's a huge amount you can achieve on your own. And you won't know till you try. Our mantra is to **learn by doing** so jump in and have a go - and good luck. You can do it.

Simon Fenn

Director, Pancentric Digital

HOW
MIGHT WE...

REDUCE
ADMIN

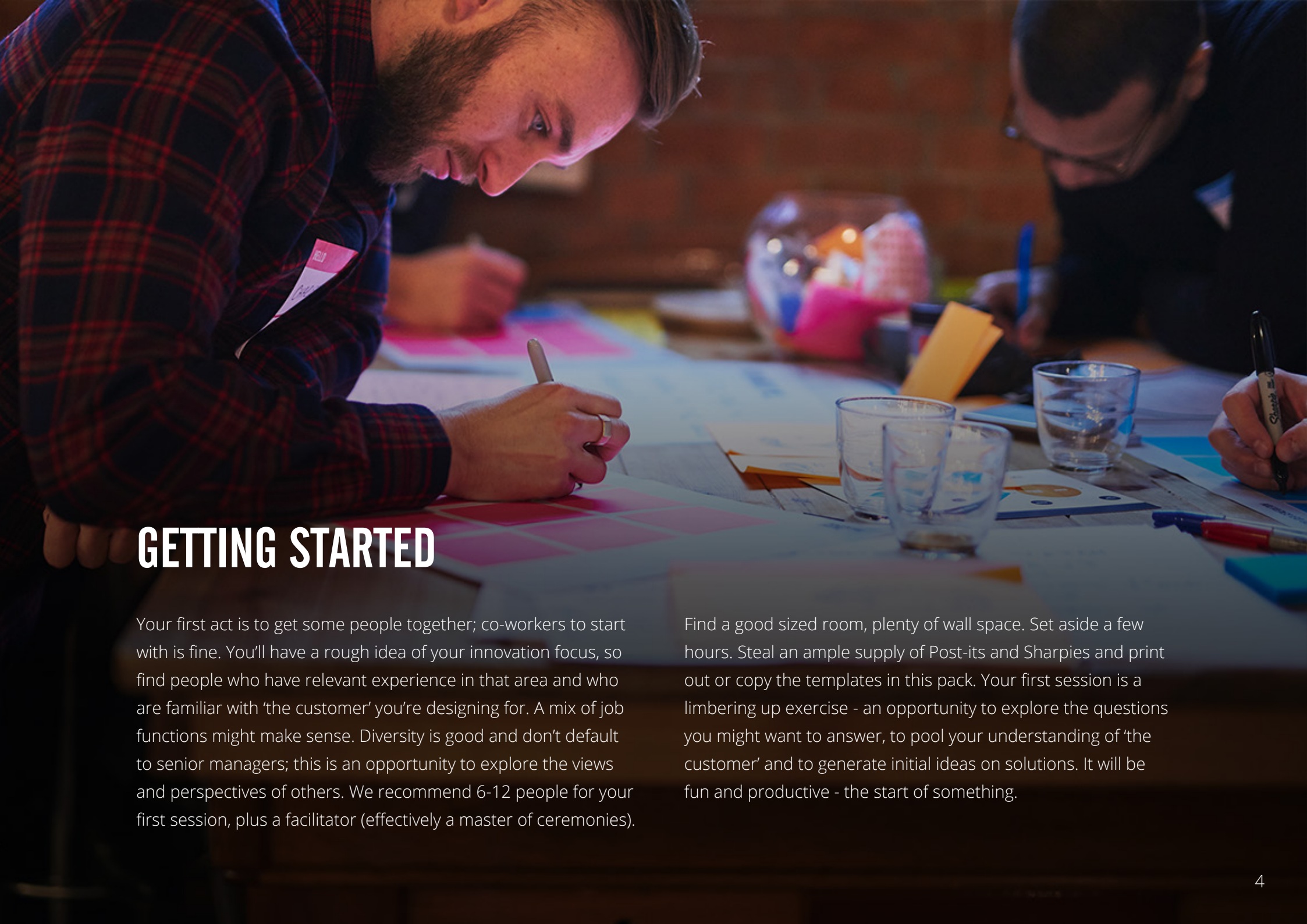
INCREASE
EFFICIENCY

IMPROVE
CUSTOMER
RELATIONSHIPS



IN THIS PACK

Getting started	4
Going further	5
Innovation success factors	6
Innovation steps	7
Innovation principles	8
Prep for your first session	9
Innovation focus	10
Running the session	11
Guide to the tools	12 - 13
What people say	14
Reading list	15
Innovation templates	16 - 24
Expert support	25



GETTING STARTED

Your first act is to get some people together; co-workers to start with is fine. You'll have a rough idea of your innovation focus, so find people who have relevant experience in that area and who are familiar with 'the customer' you're designing for. A mix of job functions might make sense. Diversity is good and don't default to senior managers; this is an opportunity to explore the views and perspectives of others. We recommend 6-12 people for your first session, plus a facilitator (effectively a master of ceremonies).

Find a good sized room, plenty of wall space. Set aside a few hours. Steal an ample supply of Post-its and Sharpies and print out or copy the templates in this pack. Your first session is a limbering up exercise - an opportunity to explore the questions you might want to answer, to pool your understanding of 'the customer' and to generate initial ideas on solutions. It will be fun and productive - the start of something.

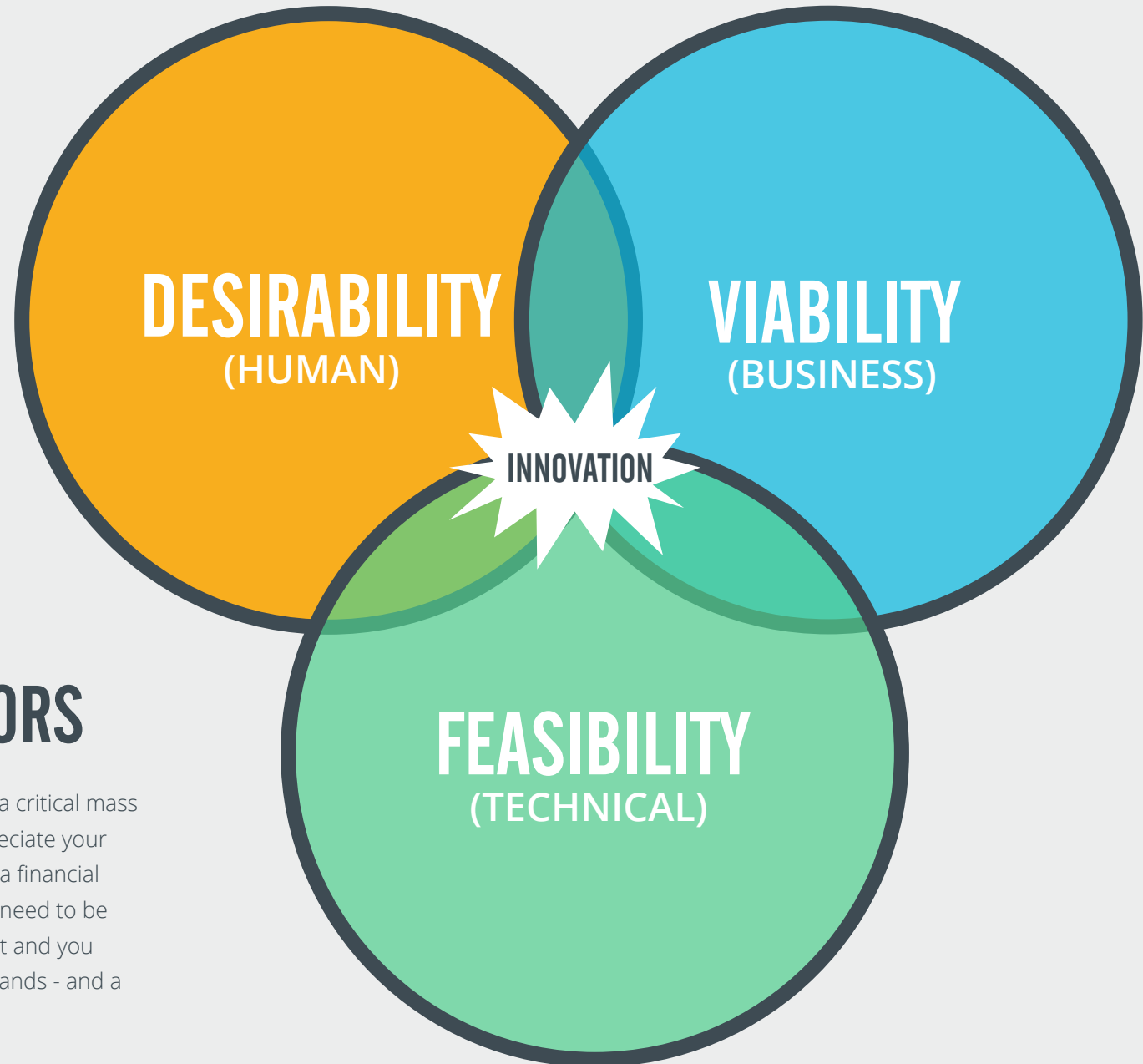
A man in a brown jacket and glasses is talking to two women in an outdoor setting. The man is in the center, gesturing with his hands. The woman on the left is wearing a white jacket and glasses, and the woman on the right is wearing a black jacket and sunglasses. They are standing in front of a modern building with many windows.

GOING FURTHER

Your first session is like a mini-version of the entire innovation process.

Seasoned innovators refer to the double-diamond - see it illustrated on the Innovation Steps in this pack. The double-diamond represents two rounds of 'divergent' and 'convergent' design activities, a first round for exploring the best innovation focus, a second round to develop and prototype ideas and finalise your solution. The end game? Good innovations will be Desirable (answers a human need, makes lives better), Viable (makes or saves your business some money or satisfies a strategic goal) and Feasible (is technically possible).

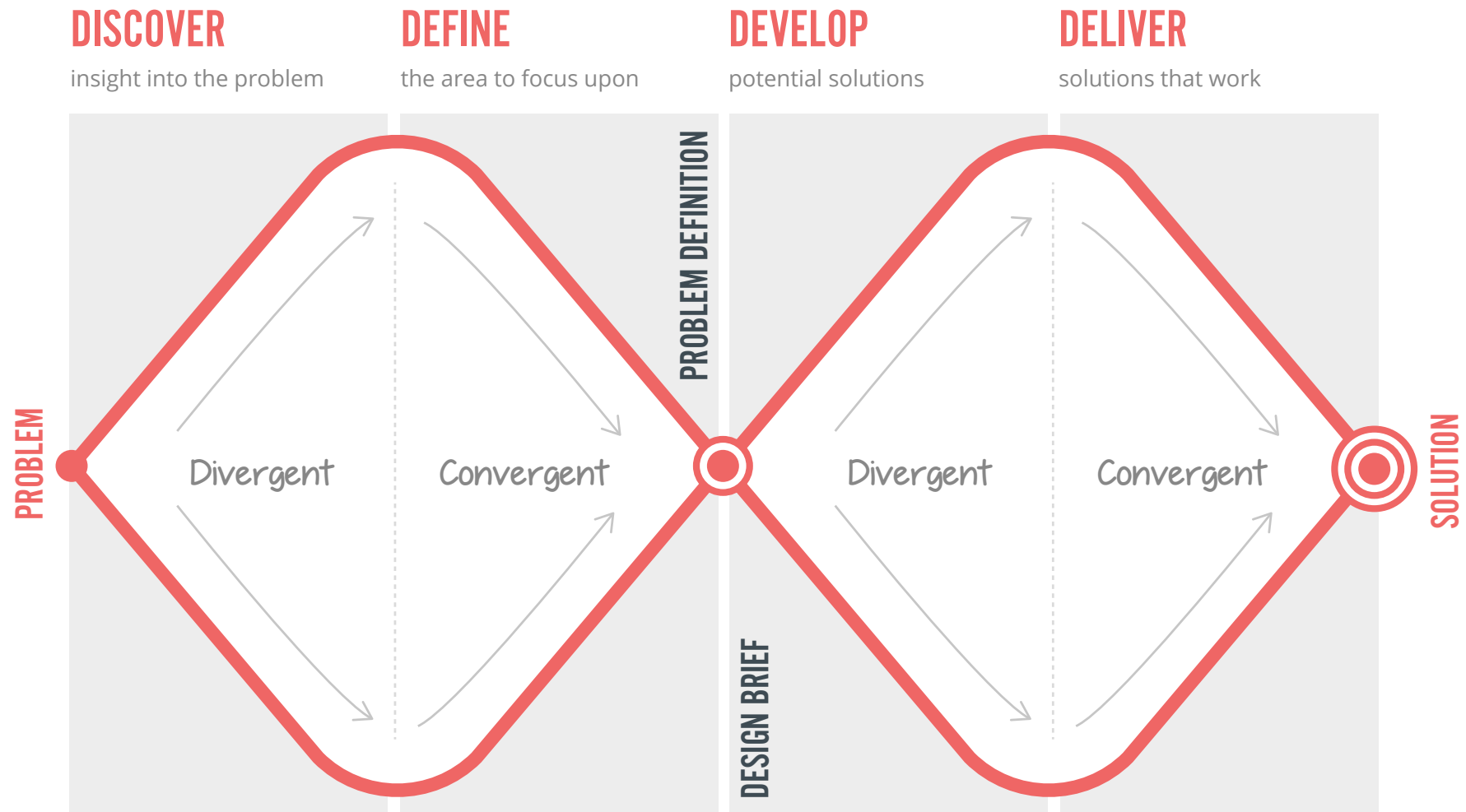
Whatever you do, don't invest in a new idea on the strength of a one-off innovation session and internal perspectives only. Do as much justice as you can to the double-diamond principles. Talk to 'the customer', be that an external client, partner or staff. Appreciate their context, empathise, understand their issues, observe them in their natural habitat, watch them use existing services. Be open-minded. Be curious. Keep asking 'why?'. Always test new ideas and concepts. Learn from these insights and iterate. This is the way to success.



INNOVATION SUCCESS FACTORS

For your innovation to be successful, a critical mass of humans will need to love and appreciate your idea, the business will need to derive a financial or strategic return, and your idea will need to be technically feasible. Get all of this right and you have a powerful innovation on your hands - and a competitive advantage, perhaps.

INNOVATION STEPS



The Double Diamond was invented by the British Design Council in 2005 and their original is represented above. Using the double diamond, you approach problems and solutions by using 2 different types of thinking: divergent and convergent. There are four phases to this approach: discover customer problems, define specific customer problems, develop potential solutions and deliver feasible and viable solutions to these customer problems.

WHO ARE YOU
DESIGNING FOR?

CONSIDER
FRESH SOLUTIONS

DON'T BE
AFRAID TO FAIL

BE VISUAL



EMBRACE
EXPERIMENTS



UNDERSTAND
UNMET NEEDS

INNOVATION PRINCIPLES

RAPID
PROTOTYPES



THINK
DIFFERENTLY



EMPATHISE

BUILD AN
EXPERIENCE

TEST,
LEARN,
ITERATE



DON'T IMPOSE A SOLUTION

PREP FOR YOUR FIRST INNOVATION SESSION



Things you'll need:

Clock.

All workshop activities in this pack have a suggested time limit. You can use a smartphone timer or get yourself a large countdown style clock.

Post-it notes.

Cornerstone of every workshop. Writing and drawing on post-its is empowering and helps unlock ideas and supports collaboration.

Sharpies.

The perfect bold writing tool for a post-it. Ban the biro.

Dots for voting.

Whenever we say 'Team votes' in this pack, we recommend arming participants with dot stickers and getting them to stick on their preferred option.

Activity templates and Blu Tack.

Print A3 copies of the templates in this pack - or copy/draw big on flipchart paper. As a rule, going large in workshops is best. Give space to your collaboration. Use Blu Tack to pin the templates to the walls.

Blank boxes

for the Bring to Life workshop activity. Easy to get hold of - buy online. 3 dimensional shape encourages more creativity than a flat piece of paper.

INNOVATION FOCUS

ASKING THE RIGHT QUESTIONS

Asking the right questions in innovation is key. The best innovations address people's real issues and motivations - the underlying issues, not surface symptoms.

To get your innovation focus on track, the rule of thumb is to have a 'customer' or user in mind, some sense of their need or issue and a basic insight about the situation. Stanford D-School (look them up!) gives this example problem; "A mother trying to manage her kids when delayed at the airport, kids annoying fellow passengers." What's your business problem? The Love-Hate-Dream exercise in this toolkit will help with this. As you go through the first of the double-diamonds you'll turn your problem area into a 'How Might We...?' Question (abbreviated as HMW). HMW questions are clever because they suggest that a solution is possible and it can be answered in a variety of ways. In the case of the mother & kids, D-School suggests these HMW ideas; 'HMW make the airport wait the most exciting part of the trip?' or 'HMW make the airport a place that kids want to go?' (exploring the opposite of the problem) or 'HMW use the kids' energy to entertain fellow passengers?' (exploring the good not the bad)...and so on.

How

"How" suggests that we do not yet have the answer. "How" helps us set aside prescriptive briefs. "How" helps us explore a variety of endeavours instead of merely executing on what we "think" the solution should be.

Might

"Might" emphasises that our responses may only be possible solutions, not the only solution. "Might" also allows for exploration of multiple possible solutions, not settling for the first that comes to mind.

We

"We" immediately brings in the element of a collaborative effort. "We" suggests that the idea for the solution lies in our collective teamwork.

The more you experiment with HMW questions, the better you'll get at pitching the scope of your innovation challenge - and the better the results will be.

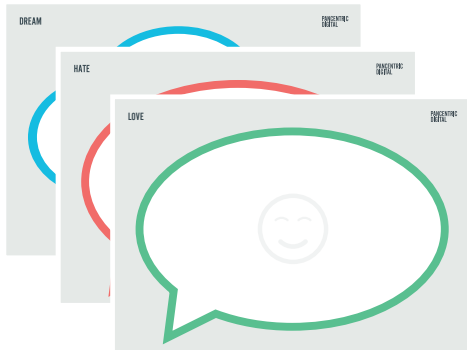
RUNNING AN INNOVATION SESSION



ESTIMATED TIME
3 HOURS

Approximate run-time is 3 hours allowing time for intros and briefings between tasks. Feel free to give people time extensions on tasks if they are enjoying and engaged.

LEARN



10 MIN

LOVE - HATE - DREAM

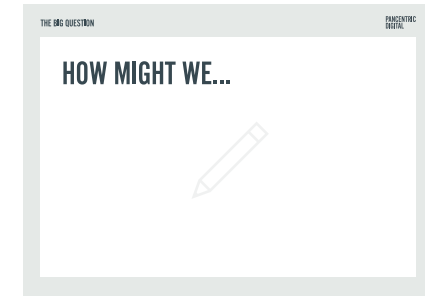
Explore your loves, hates & dreams - do individually, present to your team. Team votes on an experience to focus on.



20 MIN

CUSTOMER EMPATHY MAP

The person with the experience that got the most votes plays 'customer'. Rest of team interviews the customer to complete the empathy map.

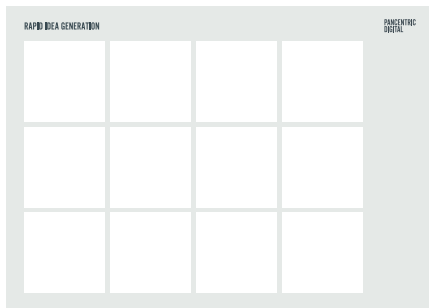


30 MIN

HOW MIGHT WE...?

Distill the interview insights. Group exercise. Then write the 'How might we...?' question to define the innovation challenge.

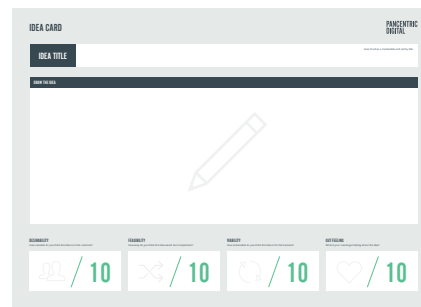
CREATE



20 MIN

RAPID IDEA GENERATION

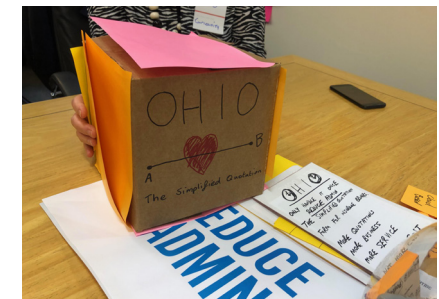
Get creative. Dream up ideas that answer the HMW question. One idea per post-it. Stick your post-its on the grid - fill the grid.



30 MIN

IDEA CARD

Cluster the ideas as a team. Combine ideas or pick one idea to develop. Use the idea card to articulate the preferred idea. Write and draw - don't hold back.



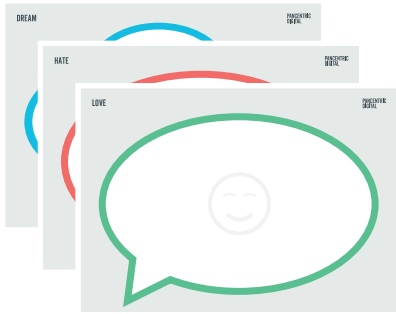
30 MIN

BRING TO LIFE

Bring your idea to life. Create a logo & tagline. Write features & benefits on the box panels. Present to the other teams. Here's one we prepared earlier.

GUIDE TO THE TOOLS

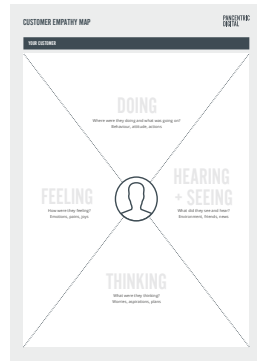
LEARN



LOVE - HATE - DREAM

Write or draw your best (most loved) and worst (most hated) experiences relating to the theme. Also think of a dream experience - let your imagination run wild for a second. Don't censor or limit your thoughts. Impractical is fine. Money no object. Go round the table, each person presents their loves-hates-dreams to the team. Then everyone gets x3 vote dots to stick on the experience(s) they think are most interesting to explore. If you want you can stick all 3 dots on one experience or spread them around.

TIME 10 MINUTES
TOOLS SHARPIES, POST-ITS
STEP DIVERGENT



CUSTOMER EMPATHY MAP

Which experience got the most 'dot' votes? The person who came up with the experience is appointed 'customer' and are now interviewed by the rest of their team. The team must use the prompts on the empathy template to shape their questions. This is about trying to put yourselves in the customer's shoes. The research will help you uncover the customer's context and deeper motivations. Naturally, this process is far more insightful with actual customers but co-workers for now is fine - a good start.

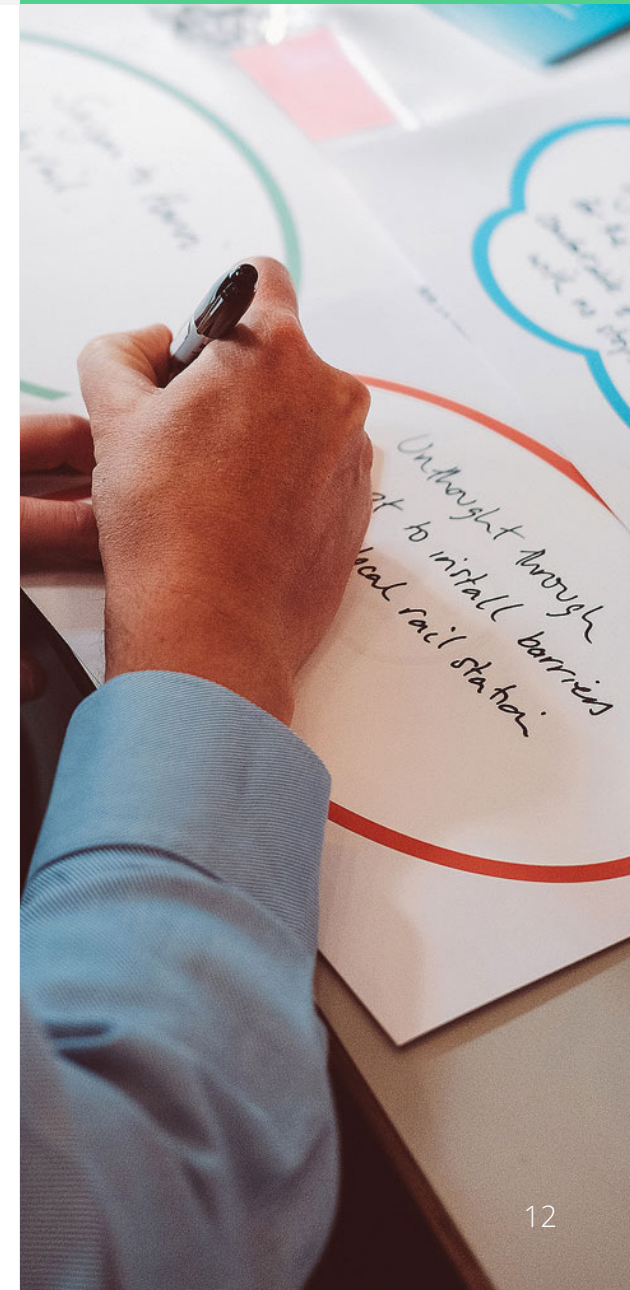
TIME 20 MINUTES
TOOLS SHARPIES, BLU TACK, POST-ITS
STEP DIVERGENT



HOW MIGHT WE...

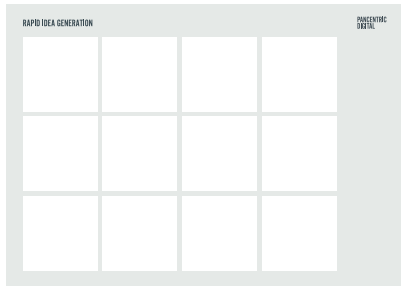
We've done some discovery. We've empathised with the customer. This is our first bit of divergent thinking. Now let's distill this information to frame the core innovation challenge. Try to write a human-centered How Might We...? statement. Work as a group to gather ideas. Keep it deliberately open **and remember** you are setting the innovation brief at this point, not trying to answer it - no 'solutionising'. Read the section in this pack on HMW questions.

TIME 30 MINUTES
TOOLS SHARPIES, BLU TACK
STEP CONVERGENT



GUIDE TO THE TOOLS

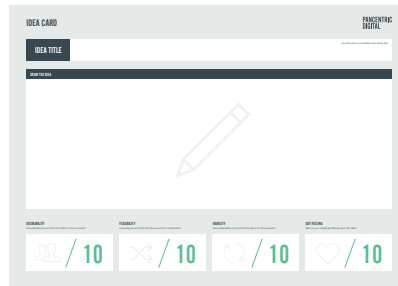
CREATE



RAPID IDEA GENERATION

Fun bit. Write or draw up to 12 ideas on post-its that might answer the HMW question. One idea per post-it - stick them on the grid. Fill the grid. Be fast, be free. Quantity not quality. No bad ideas. When done, go round the table, each person presents their grid of ideas. Now cluster the ideas; rip them off their grids, stick them on a wall in logical groupings. Try to focus in on a solution that best addresses the HMW question and the customer context. The team member playing 'the customer' must choose their preferred concept area.

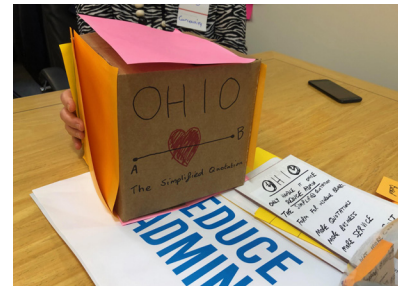
TIME 20 MINUTES
TOOLS SHARPIES, 12 POST-ITS
STEP DIVERGENT



IDEA CARD

Now work as a team to develop your concept area. Collaborate with the 'customer' in your team to validate your ideas. Articulate your idea on the Idea Card. Do this in conjunction with the Bring to Life exercise. When you're done, present your concept to the other teams in the room. When all teams have presented, everyone in the room should vote for their favourite idea. This time it's a body vote - each person walks to the idea they rate the best. Don't vote for your idea if you think there's a better one!

TIME 30 MINUTES
TOOLS SHARPIES, BLU TACK
STEP CONVERGENT



BRING TO LIFE

Bring your idea to life using a cardboard box. A 3-dimensional shape encourages more creativity than a flat piece of paper. Have some fun. Create a logo & tagline. Write features & benefits on the box panels. Use as part of your presentation to the other teams. When the presentations are done and you have a winner, get everyone to complete reflection cards to help inform future innovation activity - and then head to the bar for a well-deserved drink.

TIME 30 MINUTES
TOOLS SHARPIES, BLU TACK
STEP CONVERGENT



WHAT PEOPLE SAY

"Helped focus my mind on putting the customer first to come up with a solution."

"Great energy in the room! Innovation is very relevant these days. Especially for brokers."

"Helped identify how to create the best solution for the future."

"I found the techniques and the idea of thinking in another way very helpful."

"Very enjoyable thinking outside the box."

"It gives me a new way of tackling problems."



RECOMMENDED READING LIST

Change by Design

Tim Brown

The Back of The Napkin

Dan Roam

Gamestorming

Dave Gray Sunni Brown and James Macanufo

The Innovation Ecosystem

Mok O'Keefe

Creative Confidence

Tom Kelley and David Kelley

The Innovators Method

Nathan Furr and Jeff Dyer

The Lean Startup

Eric Ries

Value Proposition Design

Alex Osterwalder, Greg Bernarda, Yves Pigneur, Alan Smith, Trish Papadakos

Ten Types of Innovation

Larry Keeley

Business Model Generation

Alex Osterwalder & Yves Pigneur

Using the Lego Serious Play Method

Per Kristiansen & Robert Rasmussen

INNOVATION TEMPLATES

Print these templates A3 (min.) or copy onto flip-chart sized pieces of paper. High quality printing not required.

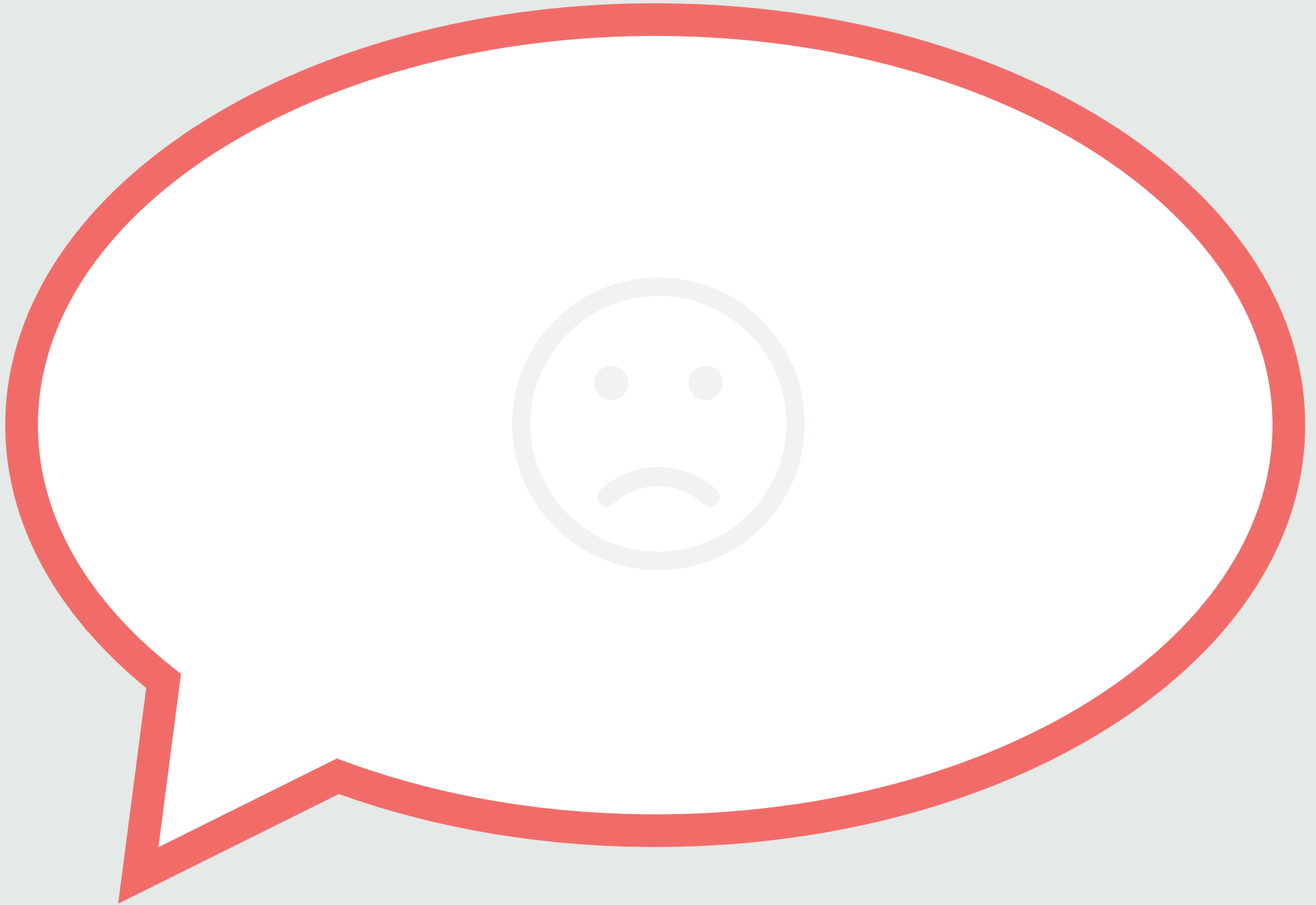
LOVE

PANCENTRIC
DIGITAL



HATE

PANCENTRIC
DIGITAL



DREAM

**PANCENTRIC
DIGITAL**



YOUR CUSTOMER

DOING

Where were they doing and what was going on?
Behaviour, attitude, actions

HEARING
+ SEEING

What did they see and hear?
Environment, friends, news



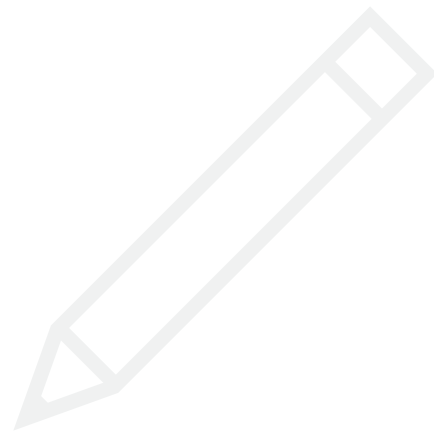
FEELING

How were they feeling?
Emotions, pains, joys

THINKING

What were they thinking?
Worries, aspirations, plans

HOW MIGHT WE...

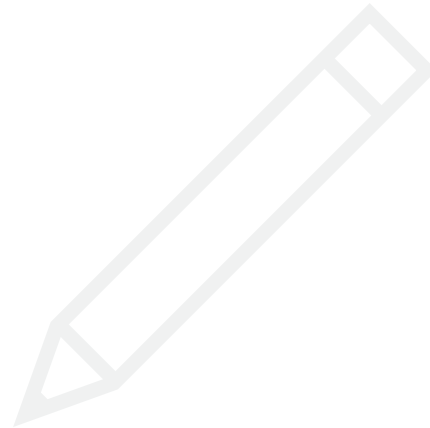


RAPID IDEA GENERATION

IDEA TITLE

Give the idea a marketable and catchy title

DRAW THE IDEA



DESIRABILITY

How valuable do you think this idea is to the customer?



/ 10

FEASIBILITY

How easy do you think this idea would be to implement?



/ 10

VIABILITY

How sustainable do you think this idea is for the business?



/ 10

GUT FEELING

What is your overall gut feeling about the idea?



/ 10

REFLECTIONS

Name

One important thing you've learnt today

One thing we could improve about the workshop

Other reflections?

SUPPORT FROM EXPERTS

STARTER PACKAGES

Want an innovation training session?
Need expert help on your specific
challenge? We run half-day or full-day
sessions and hackathons.

More details

www.pancentric.com/services/starters

GO TO MARKET IN 9 WEEKS

Our innovation team can deliver
accelerated customer research and
production of a Minimum Viable
Product (MVP) in 9 weeks.

More details

www.pancentric.com/services

QUOTE & BUY

Launching a digital insurance
product? Need a transactional
platform? We have a quote & buy
solution called Go-Insur.

More details

www.pancentric.com/go-insur

www.pancentric.com

 @Pancentric

020 7099 6370

#imaginetomorrow

**PANCENTRIC
DIGITAL**