Ideation Workshop
at Purdue University

Frank Garofalo
November 13th 2015
Good Morning & Welcome

Please write down on provided sticky-notes your expectations for the workshop
## Agenda:

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Expectation
Sticky Notes

Your expectations for the workshop
Introductions
Your name, role, and 1 fun fact
Why are we here?
Ideo’s 7 Rules of Brainstorming

• Defer judgment
• Go for quantity
• One conversation at a time
• Be visual
• Build on other ideas
• Stay on topic
• Encourage wild ideas
Technique: Idea Generation with Sticky Notes

Please capture
1 idea / concept per sticky note
Technique: **Yellow Card Sticky-note**

- Rather that trying to interrupt others
- Hold up a sticky-note as a “yellow-card”
- When you have something you’d like to contribute... especially a concern or alternative possibility
Technique: **Instant Replay**

- Share with those in your breakout groups or with the whole group
- Seek feedback & critiques
Technique: 6-Thinking Hats

- When asking for feedback and critiques, one approach is the “6-Thinking Hats”
- Ask all participants to “wear” the same “hat” for a few moments to contribute ideas / critiques from the perspective of that “hat”

More info: https://en.wikipedia.org/wiki/Six_Thinking_Hats

“Blue”: Process / Facilitator
- What mode of thinking do we need now?

“White”: Facts, Info, Data
- What do we know or need to know?

“Green”: Alternate Possibilities, Creativity, Ideas
- What else could we do? (Solutions to “black hat” problems)

“Red”: Feelings, Intuition, Instincts
- How do we feel about it?
- How do we think the user will feel about it?

“Yellow”: Positives, Benefits
- Why is it useful?

“Black”: Difficulties, Weaknesses
- Why is it risky?
Implement Deliver
Design Concept / Prototype Research

Ideate
Validate
Define
Prepare
Discover

From Intersection by Milan Guenther, www.intersectionbook.com
Based on a model by Damien Newman
Split into Breakout groups
Setting the Frame

Activity 1 – Your Motto
Create a Frame

a.k.a. Your Motto
How will your effort be perceived?

Group Activity:

Impossible is nothing.

Do more.

Life’s Good.

Think different.

The happiest place on earth.

Connecting People.

The Power of Dreams.

TIME: 10 minutes
Instant Replay: Setting the Frame

- Each breakout group shares their Frame with the whole group

- 6-Thinking Hats
  - “Blue”: Process / Facilitator
  - “White”: Facts, Info, Data
  - “Green”: Alternate Possibilities, Creativity, Ideas
  - “Red”: Feelings, Intuition, Instincts
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Journey Canvas

Activity 2 – Continuously improve & constant evolution
Goals

• Describe the high level “current state” circumstances
• Identify the complications & implications
• What are your key strengths and value propositions?
• Who are the key target audience members?
• How do you interact with your target audience members?
• What are the key objectives & metrics to gauge success?
• What drives your budget (costs & revenue)?
The Journey Canvas

- **Situation**
  - Top 3 “Current State” circumstances

- **Strengths**
  - Top 3 Business/Project Strengths

- **Complications**
  - Top 3 Changes / Pressures / Demands, which are creating Problems, Challenges, or Opportunities

- **Implications**
  - Top 3 consequences of failing to act... to address the challenges, or seek the opportunities.

- **Solutions**
  - Top 3 Capabilities
The Journey Canvas

- **Unique Value Proposition**
  - Clear, compelling message that states why you are different and worth investment

- **Benefits**
  - Top 3 Results (what’s in it for the business, stakeholders, target audience/end-user, etc.); What would they say about the solutions?

- **Target Audience**
  - Key Personas/Users/Stakeholders

- **Channels**
  - Paths to Target Audience
The Journey Canvas

- **Key Objectives / Metrics**
  - Specific, Measureable, Attainable, Realistic, Time-bound. What does Success look like? Key Performance Indicators (KPIs) to measure?

- **Unfair Advantage**
  - Why can’t the Solutions (above) be easily replicated, copied, or replaced by competitors/threats?

- **Business Model (Costs & Revenue)**
  - How we make money, and the costs we incur
Example
Individual Activity: Journey Canvas

- Create your journey canvas
- Use sticky notes to describe the elements
- Please capture 1 idea / concept per sticky note
Individual Activity: Journey Canvas

- Create your journey canvas
- Use sticky notes to describe the elements
- Please capture 1 idea / concept per sticky note
Group Activity: Journey Canvas

- Discuss with your breakout group
- Within each section/block, move common ideas together (card sort)
- Goal: for your breakout group to achieve an understanding of a common journey

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<td>Top 3 Changes / Problems / Barriers, which are creating Problems / Challenges, or Opportunities</td>
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**Key Objectives / Metrics**
- Specific, Measurable, Attainable, Relevant, Time-bound. What does success look like? Key Performance Indicators (KPI) to measure?

**Unfair Advantage**
- Why can’t the Solution/idea be easily replicated, copied, or replaced by competitors/ideas?

**Business Model (Costs & Revenue)**
- How we make money, and the costs we incur
Instant Replay: Journey Canvas

- Present to the whole group
- Each breakout group presents, followed by Q&A

- 6-Thinking Hats
  - "Blue": Process / Facilitator
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Target Audience

Activity 3 – Understanding our users
Goals

• Identify key target audience
• Draft their persona(s)
Target Audience / Persona – example

**Alfalfa**
Best friend of Spanky. Chosen as the driver for the club's prize-winning undefeated go-kart. Affectionate for Darla

**Goals**
- Winning the Soap Box Derby race
- Be a good friend to Spanky
- Woo back Darla
Target Audience / Persona – example

Karen
Karen just started her new job and needs a car to commute roughly 40 miles each day. She’s excited to purchase her first new car and wants to make sure she has a comfortable commute.

Goals
• Find a good Deal
• Pick a car she would love
• Good Fuel economy
• Lots of features and controls
Group Activity: Identifying the Target Audience

- Based on your Journey Canvas
- Identify 1 role or target-audience you would like to focus on
- Next, discuss and identify 1-3 key workflows that are typical for that role
- Write these down, please capture 1 idea / concept per sticky note
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Empathy “Mapping”
Activity 4 – Engage them in a clear, honest voice
Goals

• Identify key persona(s)
• Create empathy maps (individual exercise)
• Map out experience steps
• Create the experience map
Empathy
Because our expectations aren’t our users’ expectations
Individual Activity: Empathy Map

- Using the grid on the wall
- Populate the grid with as many ideas as possible
- Please capture 1 idea / concept per sticky note

- Based on: http://blog.leanmonitor.com/empathy-map-step-client-shoes/

TIME: 15 minutes
Empathy Map – example
10-min Break

Up next:
Empathy Map – Part 2
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Group Activity: Empathy Map

- Cluster & Discuss
- Are there any distinct steps, frustrations, outputs?
- Are there any key workflows that sum up the Empathy Map?

**Diagram:**
- **thinks**
  - What really matters to them (and what they do not say)?
  - What moves them?
  - How do they problem solve?
- **says**
  - What do they say matters to them?
  - What are the differences between what they say and what they think?
  - Do they influence anyone?
- **feels**
  - Do they feel delight, confusion, and/or indifference?
  - What are their dreams and aspirations?
  - What are their concerns?
- **does**
  - What are their daily activities?
  - What are their key outputs?
  - What skills do they exercise regularly?
  - Where does the person work daily? Are they on-the-go?
- **pains**
  - What really concerns/frustrates them?
  - What obstacles do they encounter to reach their goals?
  - What risks do they have to assume?
- **gains**
  - What do they really want or need to achieve?
  - How do they measure success?
  - How do they try to achieve it?
Empathy Map – example
Instant Replay: Empathy Map

- Each breakout group presents to whole group followed by Q&A
- Persona? Key Workflows?
- What themes/topics came up on the Empathy Map?

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Journey “Mapping”
Activity 5 – Content matters & increase familiarity
Goals

• Tells the story of the target-audience’s / customer’s experience

• Include all touch-points: from initial contact, through the process of engagement and into long-term relationship

• Puts the target-audience front-and-center in the organization’s thinking

• Process of “mapping” with the team, offers shared insights
### Journey Map – example

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<th>Feeling</th>
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Group Activity: Identify the Steps in Your Audience’s Experience (Journey Map)

- In your audience’s experience / journey, define the milestones / categories of touch-points
- Including the steps before use, during use, and after use
- What are the major steps involved in the key activities?
Group Activity: Fill in the Journey Map details

- Using the Empathy Map details: What the audience is doing, thinking, and feeling at each step
- “Feeling” can be plotted as highs 😊 and lows 😞
- Is anything missing?
- Does it flow, or does it feel disparate?
- Please capture 1 idea / concept per sticky note
Instant Replay: Journey Map

- Necessary vs avoidable unnecessary steps
- Identify opportunities for improvement
  - minimize “extra” steps
  - points of inefficiency \((\text{doing})\)
  - pain points \((\text{feeling})\)
  - points of confusion \((\text{thinking})\)

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B.I.G. - Big Ideas Generation
Activity 6 – Problem solving focused on tangible, rapid solutions
Goals

• Generate at least 6-8 ideas, including *wild* ideas
• Categorized and Sorted Ideas
Technique: Sketch-a-robics

- Blank sheet of paper and a writing utensil
- ...time to sketch

TIME: ~2 minutes
Things to consider

- Refer back to your Journey Canvas
Individual Activity: 6-8-5 Ideation Method

- Create at least 6-8 ideas each
  - Quantity over quality – lots of ideas!
  - What are new ways of doing things?
  - Workflows, tools, integrations
  - Addressing concerns & pain-points?
  - Post ideas on a blank paper on the wall
  - One idea must be a “wild” idea

- BONUS - Sketch pictures!
Individual Activity: 6-8-5 Ideation Method

- Take an 8 ½ x 11 sheet of paper
- Fold in half 3 times
- 5 minutes for 6-8 sketches of ideas
- Sketch pictures!
Instant Replay: Idea Generation

- Each group member quickly goes through their 6-8 ideas
- Highlight the essential ideas & the problem it addresses

“Blue”: Process / Facilitator

“White”: Facts, Info, Data

“Green”: Alternate Possibilities, Creativity, Ideas

“Red”: Feelings, Intuition, Instincts

“Yellow”: Positives, Benefits

“Black”: Difficulties, Weaknesses
**Group Activity:** Clustering and grouping ideas

- Work as a group to cluster and group ideas
- Don’t throw anything away
- What can be grouped? Summarized? Consolidated? Combined?

- **Create 1 new sticky note to title each cluster**

- Question - Should ideas / clusters, now further evolve the Journey Canvas?
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Feasibility & Desirability
Activity 7 – Useful, usable, compelling & sustainable
Goals

- Capture perceived feasibility
  - how achievable is this with our given timeline

- Capture perceived desirability
  - How much does the target audience want this, would it bring them delight?

- Prioritized Ideas
Matrix Evaluation – Feasibility & Desirability

- Based on your Big Ideas
- Mapping desirability vs. feasibility
- Feasibility: Easy to implement, cost-friendly, technical complexity
- Desirability: high impact, ease-of-use, fun, users’ need,
Individual Activity:

- Each person gets 6 blue dots and 6 green dots
  - Blue = Feasibility
  - Green = Desirability

- Place your dots on the ideas you think are most feasible and desirable
  - Use all your dots on one idea if you like
  - Different people have different criteria for feasibility and desirability
Feasibility and Desirability – examples
Group Activity: Feasibility & Desirability Matrix

- In your breakout group, rank ideas by the number of dots that ended up on each item

- Create duplicate sticky notes to be plotted on the Matrix

- Discuss:
  - Reasoning for individual rankings
  - Too many no-brainers?
  - Are there any big categories that are related?
  - Will No-Brainers and Should-Dos really make a difference?

- Based on this matrix, what are the Priority Items the group wants to focus on?

TIME: 15 minutes
**Instant Replay: Feasibility & Desirability Mapping**

- **To the whole group**
  - What are the “Big Bet” ideas?
  - How did you prioritize?
  - What did you decide to leave out?

---

TIME: 20 minutes

- **Low Desirability**
  - **No Brainers**
  - **Utility**
- **High Desirability**
  - **Big Bets**

- **High Feasibility**
- **Low Feasibility**
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Storyboarding
Activity 8 – Users first, storycentric
Goals

• Create a series of panels of sketches outlining the sequence of events a user will experience
• Individually created storyboards
• 2nd rounds of individual storyboarding
• Final storyboard selection/identification
Storyboards – examples
Individual Activity: Your Storyboards (Round 1)

- Create a 6 step storyboard
- 1\textsuperscript{st} – 2\textsuperscript{nd}: Problem Statement / Hypothesis
- 3\textsuperscript{rd}, 4\textsuperscript{th}, 5\textsuperscript{th}: Solution
- 6\textsuperscript{th}: Outcome / benefit
- Each step has a picture and description
- Make each storyboard ‘human centric’
Individual Activity: Your Storyboards (Round 1)

Project Title: ____________________________
End-user: _______________________________

Your Name: _____________________________
Date: _________________________________

PROBLEM

SOLUTION

PROBLEM

SOLUTION

PROBLEM

SOLUTION

Learning:

Esri User Experience Team
Individual Activity: Your Storyboards (Round 1)

TIME: 15 minutes

As a user, I am trying to _____{goal}_____

but _____{challenge}_____.

Project Title:
End-user:

PROBLEM

PROBLEM

SOLUTION

SOLUTION

BENEFIT

Learning:

Exri User Experience Team.
Individual Activity: Your Storyboards (Round 1)

What key steps need to occur in order for the problem / challenge to be resolved?
What would a user say is effective about the solution?

How do the features of the “solution” meet the users’ goals?
Individual Activity: Your Storyboards (Round 1)

- Create a 6 step storyboard
- 1\textsuperscript{st} – 2\textsuperscript{nd}: Problem Statement / Hypothesis
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- 6\textsuperscript{th}: Outcome / benefit

- Each step has a picture and description
- Make each storyboard ‘human centric’
Instant Replay: Your Storyboards (Round 1)

- Present your storyboard to your breakout group
- 2 minutes per person
Individual Activity: Your Storyboards (Round 2)

- Create 6 step storyboard
- Left to right, top to bottom:
  - 1st – 2nd: Problem Statement / Hypothesis
  - 3rd, 4th, 5th: Solution
  - 6th: Outcome / benefit
- Each step has a picture and description
- Make each storyboard ‘human centric’
Instant Replay: Your Storyboards (Round 2)

- Present your Round 2 storyboard to your breakout group
- 2 minutes per person
Group Activity: Final Storyboard (Round 3)

- Create 6 step storyboard
  - 1st – 2nd: Problem Statement / Hypothesis
  - 3rd, 4th, 5th: Solution
  - 6th: Outcome / benefit

- Each step has a picture and description

- Define:
  - **What**: What is the problem we are trying to solve?
  - **Who**: Who are we trying to solve it for?
  - **Wow**: Why are they going to think our solution is fantastic?

TIME: 25 minutes
Instant Replay: Storyboarding

- Playback to group
  - Relate “Who, What, Wow” of each summarized storyboard
  - Discussion and Q&A

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Wrap Up
Discussion & Next Steps
Review Your Expectation Sticky Notes

Categorize: Not Met, Partially Met, Met, Exceeded
Paid Internships and Full-Time Positions

- Software Developers
- UI Designers & UX Architects
- GIS Product Engineers
- Geospatial Analysts
- Solution Engineers
- … and many more!

Information at: esri.com/careers
Thank you

Frank Garofalo
fgarofalo@esri.com
Twitter: @fgarofalo

Manager, Interactive
Esri
<table>
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<tr>
<th><strong>Situation</strong></th>
<th><strong>Complications</strong></th>
<th><strong>Solutions</strong></th>
<th><strong>Unique Value Proposition</strong></th>
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<td><strong>Top 3 Changes / Pressures / Demands, which are creating Problems, Challenges, or Opportunities</strong></td>
<td><strong>Top 3 Capabilities</strong></td>
<td><strong>Clear, compelling message that states why you are different and worth investment</strong></td>
<td><strong>Key Personas/Users/Stakeholders</strong></td>
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<td><strong>Top 3 consequences of failing to act... to address the challenges, or seek the opportunities.</strong></td>
<td><strong>Top 3 Results (what’s in it for the business, stakeholders, target audience/end-user, etc.): What would they say about the solutions?</strong></td>
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<td><strong>Why can't the Solutions (above) be easily replicated, copied, or replaced by competitors/threats?</strong></td>
<td><strong>How we make money, and the costs we incur</strong></td>
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**Journey Canvas**

*(with aspects of SWOT Analysis, Problem-Solution-Benefit, SMART Objectives, Business Model Canvas, SCIFAB, plus my own blood sweat & tears)*

*By Your Name*