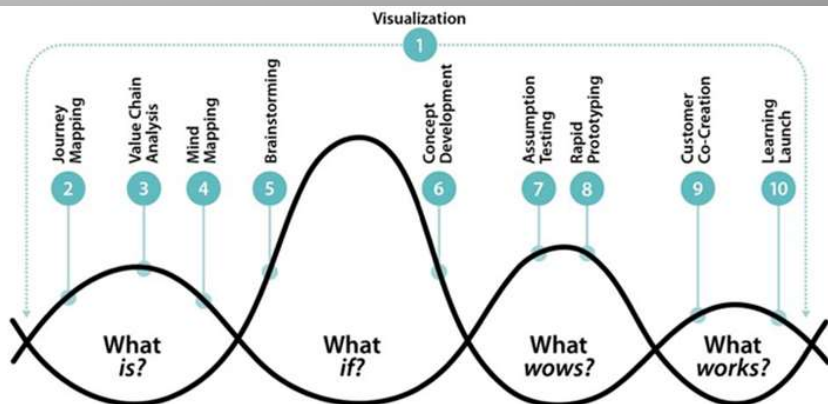


Design Thinking CheatSheet – What If?



What is? Exploring the current reality
 What if? Envisioning alternative futures
 What wows? Getting users to help us make some tough choices
 What works? Making it work in-market, and as a business

What If? - THREE MOST IMPORTANT THINGS...

- 1) Brainstorm for the attributes of the potential solution. Not the solution... Yet.
- 2) Brainstorming – Start with an open mind and use tools to generate many attributes. Organize a Yard Sale!
- 3) Deliverable: List of attributes of the potential final solution... Feature list, size, color, look, feel, etc...

What If? Tools, Tips, Tactics and Strategies

Emotional Journey



Brain storming? – TURN Insights into actionable ideas

- **Foundation** – Design Criteria + Target User + Pain Points.
- **Outside-In** – The target customer’s needs.
- **Inside-Out**– Organization’s business goals and capabilities.
- Start with Trigger questions...
- GOAL: Better define the criteria for the solution? List of attributes. Not the answer yet. That comes later...

Brainstorming idea starters...

- What would you never do? Reverse Thinking.
- What are the biggest uncertainties? How can you “defend” yourself from them?
- Pretend to be someone else... What would (blank) do?
- Bring in a catalyst, customer, or other outsider.
- Bring in props, sample products, or other physical objects.
- Redefine the opportunity or challenge.
- Gap filling... What is the gap between where you are and where you want to be and how can you fill it?
- SWOT Analysis. Strengths Weaknesses, Opportunities, Threats.
- What if you had a magic lamp and had three wishes?
- Make it a competition.
- When you think you have all the ideas.. Come up with five more.

Brain storming – TURN Insights into actionable ideas

Rules of the road – START with trigger questions

- To start... focus on questions instead of answers.
- Start with Round 1 trigger questions... (Trigger new ideas!)
- Example: What could we do to solve that customer’s frustrations (outside-in) or better meet our business goals (inside-out)?”
- What does the customer really want? Their real needs?
- Need to get the “C” grade ideas (same old) out of the way so we can work harder to get the “A” grade ideas (truly innovative).

USE QUESTIONS TO MOVE from “C” ideas to “A” ideas

- 1) Our team’s top insight is....
- 2) Rephrase as a “How might we...” question.
 “How might we (provide, help, support, etc...) our focus user to (accomplish something)?”
- 3) Ask... What is stopping us from doing this today? (multiple answers?)
- 4) Create a new “How might we...” question based on the answers in “3)” above.

Some Brainstorming Rules Of The Road

- **Not Your Grandfather’s Brain Storming** – Design Thinking leverages off insights.
- **Be visual** – Show, don’t tell. Use pictures and emotional content.
- **Define topic** – Focus on that topic.
- **Be Random** – Don’t filter.
- **No bad ideas** – No judgement yet. As many ideas a possible. No debate (yet).
- **Set time frame** – Limit the time for brainstorming.
- **Move quickly** – Speed and lots of ideas. (good, bad, ugly)

NOTE: Real innovation is about more than fixing problems... It’s about inventing something new that does not exist today.

Use Round 2 trigger question to push C ideas to A ideas

- Keep pushing deeper. Round two trigger questions help us get into the heads of the various personas involved. What are they thinking and feeling?
- What is making their lives difficult? What are the compromises and tradeoffs we’ve forced on them that they’d like to escape? Remember your extreme users as well as lead users here. Example: What could we do to solve that customer’s frustrations (outside-in) or better meet our business goals (inside-out)?”
- Question your assumptions..... Recognizing these mental “rules” by laying out how the business operates today. Then challenge yourself to come up with alternative business scenarios.

Use large Post-It Notes to:

- Organize your A-level ideas, using your design criteria.
- Group ideas into concepts by examining how they relate to each other. It’s a Yard Sale!
- Maybe combine them by picking and choosing elements that create both compelling customer value and a viable business model.
- Backcast... Get out of today and envision the tomorrow where your customers are blissfully loving everything you do. What does that future look like? How did you get there?

