

Lesson 1: Introduction to Inspire

1. Overview of Inspire

Purpose:

Inspire is a capacity-building program that teaches human-centered design and design thinking to solve complex problems.

Value	Definition
Curiosity	The desire to explore new ways of thinking and solving problems.
Empathy	The ability to understand and share the feelings of others, focusing on creating meaningful solutions for diverse communities.
Equity	Ensuring fairness and equal opportunity for everyone while respecting differences in experience and perspective.

(Textbook Reference: Page 5)

Activity 1: Personal Reflection

Write about a time when you approached a problem with curiosity, empathy, or equity. How did these values shape your actions and the outcome?

Reflection:

2. The Double Diamond Framework

Explanation:

The Double Diamond is a process for problem-solving that ensures you focus on the right problem before designing a solution. It includes two main phases:

Phase	Description
Discover	Understand the problem fully by exploring its depth and complexity.
Define	Narrow down and define the true problem to focus on.
Develop	Generate ideas and potential solutions.
Deliver	Prototype and test solutions, iterating to improve them based on feedback.

(Textbook Reference: Page 6)

Activity 2: Double Diamond in Action

Think of a problem in your work or community. Break it down using the Double Diamond process.

Problem: What problem do you want to explore?

Phase	What did you learn or discover?	Next steps or ideas for this phase
Discover		
Define		
Develop		
Deliver		

3. Skillsets, Toolsets, and Mindsets

Definitions:

- **Skillsets:** The ability to perform specific tasks or actions.
- **Toolsets:** The methods or practices used to address challenges.
- **Mindsets:** The beliefs or attitudes that shape your behaviour and approach to problem-solving.

(Textbook Reference: Page 7)

Activity 4: Self-Assessment

Evaluate your current proficiency with different skill sets, toolsets, and mindsets. Use the scale provided to assess where you are now and identify areas for growth.

Area of Evaluation	Beginner (1)	Novice (2)	Intermediate (3)	Advanced (4)	Expert (5)
Questioning					
Observing					
Networking					
Experimenting					
Courageous Mindset					
Growth Mindset					
Design Thinking					
Systems Thinking					
Strategic Foresight					
Business Innovation					

Reflection:

- What areas do you feel confident in?
- What skillsets, toolsets, or mindsets would you like to develop further?

Confidence Areas: What are you already strong in?

Growth Areas: What would you like to improve?

4. Inspired Moment

Activity 5: Setting Intentions

Write down one mindset, toolset, and skillset you want to develop throughout the program. How do you plan to apply them to your work?

(Textbook Reference: Page 7)

Mindset:

Toolset:

Skillset

Plan: How will you use them in your work?:

5. Recognizing and Addressing Bias

Explanation:

Bias affects how we interpret information and make decisions. Some biases are conscious, while others are unconscious, but all can impact how we approach problem-solving.

(Textbook Reference: Page 8)

Activity 3: Bias in Your Work

Reflect on any biases related to the community or problem you're working with.

Biases/Assumptions: Write down any biases you have about your community or work.

How these biases might affect your work:

How you will address these biases:

6. Recognizing Your Bias

(Textbook Reference: Page 8)

Activity: Describe a time when you noticed your bias impacting your work.

Activity: Write down any biases related to the community you are working with.

Lesson 2: Introduction to Ways of Thinking

1. Overview of Ways of Thinking

Purpose:

In this lesson, we will explore different ways of thinking that inform how we approach problem-solving and designing for social impact. These approaches include:

(Textbook Reference: Page 13)

- Human-Centered Design: Designing with the people at the center of the experience.
- Systems Thinking: Understanding the interconnections and relationships within larger systems.
- The Double Diamond Approach: First, finding the right problem, then designing the right solution.

2. Human-Centered Design

Explanation:

Human-centered design starts with empathy and understanding the experiences of those affected by a problem. It helps us create solutions with people, not for them, and ensures we address the community's actual needs.

(Textbook Reference: Page 15)

Activity 1: Applying Human-Centered Design

Think about a challenge or problem you face at work or in your community. Answer the following questions to apply human-centered design principles:

Question

Your Answer

What is the problem you're trying to solve?

Is this the real problem, or is there something deeper?

Who are you designing for and with?

How are the people you're designing for involved?

What assumptions or biases are you bringing?

What is your end goal?

Who else should be involved in this process?

Activity 2: Reflection on Human-Centered Design

Provide an example of how you might apply human-centered design to your work or another part of your life.

(Textbook Reference: Page 15)

Reflection:

3. Core Principles of Human-Centered Design

Explanation:

A few core principles guide human-centered design: empathy, collaboration, experimentation, testing assumptions, and taking action.

(Textbook Reference: Page 18)

Activity 6: Applying the Core Principles

Think about the problem you're working on and answer how you can apply each of the following principles:

Principle	How Will You Apply This to Your Work?
Empathy	
Collaboration	
Experimentation	
Testing Assumptions	
Action	

4. Mindsets of a Human-Centered Designer

Explanation:

A human-centered designer practices empathy, iteration, learning from failure, embracing ambiguity, identifying biases, and collaborating.

(Textbook Reference: Page 18)

Activity 7: Applying Human-Centered Design Mindsets

Reflect on how you can use these mindsets to approach your current problem. Write down specific examples for each mindset.

Mindset	How Will You Apply This to Your Work?
Empathy	
Iterate Many Times	
Learn From Failure	
Embrace Ambiguity	
Identify Biases	
Just Do It	
Collaborate Often	

5. Systems Thinking

Explanation:

Systems thinking is about looking at the big picture and understanding how different system parts interact and influence each other. Rather than focusing on isolated issues, systems thinking allows us to uncover root causes.

(Textbook Reference: Page 20)

Activity 3: Systems Mapping Using the Iceberg Model

Use the Iceberg Model to analyze a challenge in your work or community.

(Textbook Reference: Page 22)

Level	Question	Your Answer
Event	What is happening right now?	
Patterns	What has been happening over time? What are the trends?	
Structures	What's influencing these patterns? What relationships exist between them?	
Mental Models	What values, beliefs, or assumptions shape this system?	

Activity 4: Reflection on Systems Thinking

Reflect on how systems thinking can help you address the problem you've identified. How does understanding the broader system impact your approach to problem-solving?

Reflection:

6. The Double Diamond Approach

Explanation:

The Double Diamond is a structured problem-solving approach that ensures we focus on finding the right problem before designing the solution. The process includes divergence (exploring different ideas) and convergence (narrowing down to a solution).

(Textbook Reference: Page 24)

Activity 5: Divergent and Convergent Thinking

For the problem you are working on, practice divergent and convergent thinking.

Phase	Guiding Questions	Your Answer
Divergent Thinking	What ideas, insights, and perspectives can you gather about this problem?	
	What wild or out-of-the-box ideas can you explore?	
Convergent Thinking	Based on the ideas you've gathered, what is the main problem that needs addressing?	
	How has your understanding of the problem shifted?	

7. Key Takeaways

Activity 8: Reflection on Lesson 2

Reflect on your key takeaways from this lesson and how you will apply what you've learned to your work.

Reflection:

Lesson 3: Your Baseline

1. Overview

Purpose:

Inspire is designed to help you develop skillsets, toolsets, and mindsets to tackle complex challenges. In this lesson, you will reflect on your current abilities and where you'd like to grow.

(Textbook Reference: Page 30)

2. Skillsets

Explanation:

Skillsets represent the abilities required to perform specific tasks and take action. Here are the skillsets covered in Inspire:

(Textbook Reference: Page 33)

- **Questioning:** Asking probing questions to discover new insights.
- **Observing:** Noticing details that others may overlook, leading to new opportunities.
- **Networking:** Seeking diverse opinions and feedback to inform your work.
- **Experimenting:** Testing new ideas and concepts in different ways.
- **Associating:** Connecting unrelated ideas to discover new possibilities.

Activity 1: Reflection on Skillsets

Which skillset are you most excited to develop and why?

Reflection:

3. Toolsets

Explanation:

Toolsets are the methods and practices used to address challenges. You'll explore a wide range of toolsets in Inspire to find the best approach for your specific needs.

(Textbook Reference: Page 34)

Toolsets Included in Inspire:

Toolset	Definition
Design Thinking	A creative approach to solving problems by focusing on the user's perspective and iterating solutions.
Systems Thinking	Breaking down systems to understand how their components interact within the bigger picture.
Business Innovation	Exploring new business models, value delivery, and strategies.
Experience Design	Improving customer journeys, experiences, and service design, including UX (user experience) and service design.
Strategic Foresight	Creating a coherent future view to inform strategic decisions.

Activity 2: Reflection on Toolsets

Which toolset are you most excited to develop and why?

Reflection:

4. Mindsets

Explanation:

Mindsets are beliefs, values, and traits that shape how we perceive and approach challenges. They are malleable and can be developed over time.

(Textbook Reference: Page 35)

Mindsets Included in Inspire:

Mindset	Definition
Growth Mindset	Seeing potential in everything and believing that there is always more to learn.
Inquiry Mindset	A curious and playful approach that encourages continuous exploration.
Co-Creative Mindset	A collaborative mindset that values teamwork and the contributions of others.
Integrative Mindset	Embracing tensions and looking for how everything can work together.
Reflexive Mindset	A mindful and reflective approach that seeks to understand the bigger picture.
Courageous Mindset	A brave mindset that embraces experimentation and challenges the status quo.

Activity 3: Reflection on Mindsets

Which mindset are you most excited to develop and why?

Reflection:

5. Self-Assessment

Take a moment to assess where you are right now regarding your skillsets, toolsets, and mindsets. Use the scale below to rate your proficiency in each area:

(Textbook Reference: Pages 30-35)

Area of Evaluation	Beginner (1)	Novice (2)	Intermediate (3)	Advanced (4)	Expert (5)
Questioning					
Observing					
Networking					
Experimenting					
Associating					
Design Thinking					
Systems Thinking					
Business Innovation					
Experience Design					
Strategic Foresight					
Growth Mindset					
Inquiry Mindset					
Co-Creative Mindset					
Integrative Mindset					
Reflexive Mindset					
Courageous Mindset					

Activity 4: Reflection on Self-Assessment

Which areas do you feel confident in? Which areas would you like to focus on for growth?

Confidence Areas:

Growth Areas:

6. Inspired Moment

Think about the skillsets, toolsets, and mindsets covered in this lesson. How do you see these playing a role in your work or personal life?

(Textbook Reference: Page 35)

Reflection:

Lesson 4: Where Do You Start?

1. Overview

Purpose:

In this lesson, we will explore how to begin understanding and addressing a problem. By framing your challenge, asking the right questions, and using systems mapping, you'll start developing solutions.

(Textbook Reference: Page 39)

2. Understanding the Problem

Explanation:

The first step is to observe and assess the challenge. Start by asking questions to grow your understanding of the problem and its impact.

(Textbook Reference: Page 40)

Activity 1: Initial Observations

Answer the following questions to begin framing your challenge:

Question

Your Answer

What is the problem you're working on?

What difference do you want to make?

What work has been done before on this problem?

Is the problem a problem, or is it something else?

3. Developing Empathy

Explanation:

To gain a deeper understanding, you'll need to build empathy with those affected by the problem. Think about the individuals involved and how you can understand their experiences.

(Textbook Reference: Page 40)

Activity 2: Empathy Brainstorming

What questions can you ask to understand people's experiences affected by this problem? Write down the questions and any known information.

Question

What Do You Know or Need to Find Out?

4. Framing Your Problem with “How Might We” Questions

Explanation:

A “How Might We” (HMW) question reframes a challenge into an open, actionable question that can lead to solutions. This will guide you through brainstorming and identifying key areas of focus.
(Textbook Reference: Page 41)

Activity 3: Crafting Your HMW Question

Based on your challenge, create one or more HMW questions.

Challenge

HMW Question

5. Understanding Root Causes with the Why-How Ladder

Explanation:

The Why-How ladder helps us uncover root causes by asking broad “why” and more specific “how” questions.
(Textbook Reference: Page 43)

Activity 4: Why-How Ladder

Using your HMW question, complete the ladder by moving up to ask “why” and down to ask “how.”

HMW Question:

Why? (Broad reason why solving this matters)

How? (Specific action or process to address it)

6. Simple Systems Mapping

Explanation:

Systems mapping helps us understand how different factors influence the problem we are addressing. Using systems thinking, we can see how various external and internal elements interact.

(Textbook Reference: Page 45)

Activity 5: Systems Mapping

Think about the user's experience and the factors that affect the problem. Complete the systems map based on the user, community, services, and institutions involved.

Element	Considerations and Questions	Your Notes
User	<p>What does the user need to know, feel, and do to achieve the goal?</p> <p>What shifts need to occur for the user to move from their current state?</p>	
Community	Who plays a key role in the user's life? Who supports or blocks them?	
Services	What services/resources are available to the user? What challenges do they face?	
Institutions	What systems and policies impact the user's experience? What barriers exist?	

Reflection:

What new insights have you gained from mapping the system around your problem?

7. Inspired Moment

Explanation:

Think about the system your problem exists within. Reflect on how understanding the system has influenced your thinking and approach.

(Textbook Reference: Page 46)

Activity 6: System Mapping Reflection

Share your insights and key takeaways from the systems mapping activity in bullet points below:

Reflection:

Lesson 5: Develop Empathy

1. Overview

Purpose:

Empathy is central to human-centered design. This lesson will guide you through building empathy, understanding challenges, and conducting research.

(Textbook Reference: Page 50)

2. Steps to Building Empathy

Explanation:

Empathy involves learning about the difficulties, needs, and desires of others to create meaningful solutions. You will explore how to learn from the people you are designing for.

(Textbook Reference: Page 53)

Activity 1: Understanding the Challenge

Using the tools and insights from previous lessons, gather your team and begin brainstorming to deepen your understanding of the challenge. Answer the following:

Task

Your Response

What is the challenge you're working on?

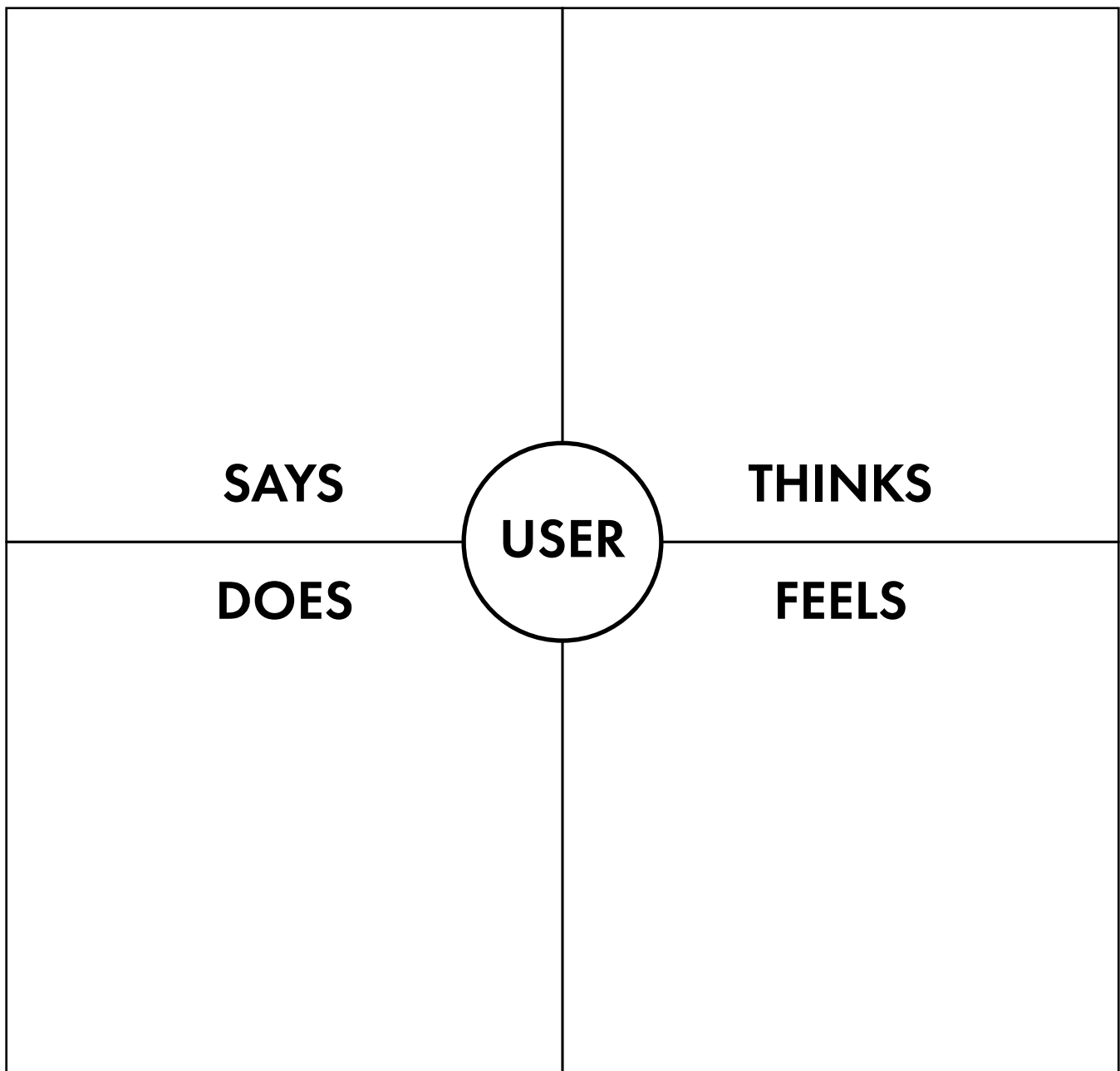
What are the known factors influencing the challenge?

What are the constraints/barriers you're facing?

Empathy Map Canvas

Empathy maps help teams understand users' needs and experiences. This canvas can be used to document insights gathered during user research and create a shared understanding of the user.

[Miro's Interactive Empathy Map Template](#)



Empathy Map Worksheet

Target Audience:

1. Pains

Questions:	Insights:
What are the challenges or frustrations this audience faces?	
What obstacles prevent them from achieving their goals?	
How do these pains affect their day-to-day lives?	
What are their fears or concerns?	

2. Gains

Questions:	Insights:
What are the aspirations or goals of this audience?	
What would success look like for them?	
What benefits or positive outcomes are they seeking?	
What solutions or support would alleviate their pains?	

Activity 2: Identifying What You Don't Know

Use an inquiry mindset to reflect on the gaps in your understanding. Answer the following:

Question

What are the aspects of the challenge where you need to learn more?

What makes you curious or wonder about this challenge?

Your Response

3. Learning from Research

Explanation:

In this section, you will plan and execute research to understand the people you are designing for. There are different ways to learn, and each provides unique insights.

(Textbook Reference: Page 55)

4. Research Methodologies

Learning from People:

In human-centered design, the people you're designing for are the true experts in their own experiences. Consider talking to a diverse group to gain multiple perspectives.

(Textbook Reference: Page 55)

Learning from Experts:

Experts can provide focused, systems-level knowledge, but it's important to balance this with lived experience.

(Textbook Reference: Page 56)

Immerse Yourself in the Environment:

By experiencing the environment your users live and work in, you gain a deeper understanding of their barriers and needs.

(Textbook Reference: Pages 56-57)

Activity 3: Research Plan

Plan how you will engage with different research methodologies. Fill out the table below:

Method	How Will You Apply This?
Learning from People	
Learning from Experts	
Immersing in Environment	

5. Conducting an Interview

Explanation:

Interviews allow you to gather in-depth information from your participants. Prepare your questions carefully and approach interviews with curiosity.

(Textbook Reference: Page 61)

Activity 4: Building an Interview Guide

Consider your objectives, potential questions, and ways to build trust with your interviewee.

Objective of Interview	Questions to Ask
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6. Knowing When You've Done Enough Research

Explanation:

You will never know if you've done enough research, but there are signs that indicate you're ready to move on to the next step.

(Textbook Reference: Page 63)

Activity 5: Research Reflection

Answer the following questions to assess if you've done enough research:

Question

Have you heard from a wide range of people involved in the problem?

Do you have a deeper understanding of the problem and its context?

Have you gathered enough data to see patterns and themes?

Your Response

Lesson 6: Make Connections

1. Overview

Purpose:

Now that you've completed your research, it's time to synthesize your data and develop actionable insights. This lesson will cover synthesis strategies, SWOT Analysis, and the "Needs, Wants, and Barriers" method.

(Textbook Reference: Page 67)

2. Synthesis

Explanation:

Synthesis is the process of distilling large amounts of data into clear themes. This three-step process involves gathering, clustering, and interpreting the data.

(Textbook Reference: Page 68)

Activity 1: Gathering Data

Visualize all your data in one place using sticky notes or an online whiteboard like Miro or Mural. Then, answer the following:

Task

Your Response

How will you visualize all the data? (Sticky notes, whiteboard, etc.)

What patterns or themes jump out to you?

Activity 2: Clustering Data

Cluster the data by putting similar information together. You can also use the SWOT framework (covered later) to help organize your data.

Clustered Themes

Insight or Key Patterns

3. Interpreting Data

Explanation:

After clustering your data, you'll write insight statements to summarize the emerging themes. Insight statements should capture the key essence of the data.

(Textbook Reference: Page 69)

Activity 3: Writing Insight Statements

Write down insight statements for each theme you identified in the clustering phase.

Theme

Insight Statement

4. Writing Point of View (POV) Statements

Explanation:

A POV statement combines the user, need, and insight into a problem statement to guide ideation. Use this formula:

User... needs a way to... because...

(Textbook Reference: Page 71)

Activity 4: Writing POV Statements

Using your insights, write a POV statement:

User

Needs a way to...

Because...

5. SWOT Analysis

Explanation:

SWOT Analysis is a tool for categorizing your data into Strengths, Weaknesses, Opportunities, and Threats.

(Textbook Reference: Page 72)

Activity 5: Conducting a SWOT Analysis

Using your research data, fill out the SWOT table below:

Category

Your Notes

Strengths

Weaknesses

Opportunities

Threats

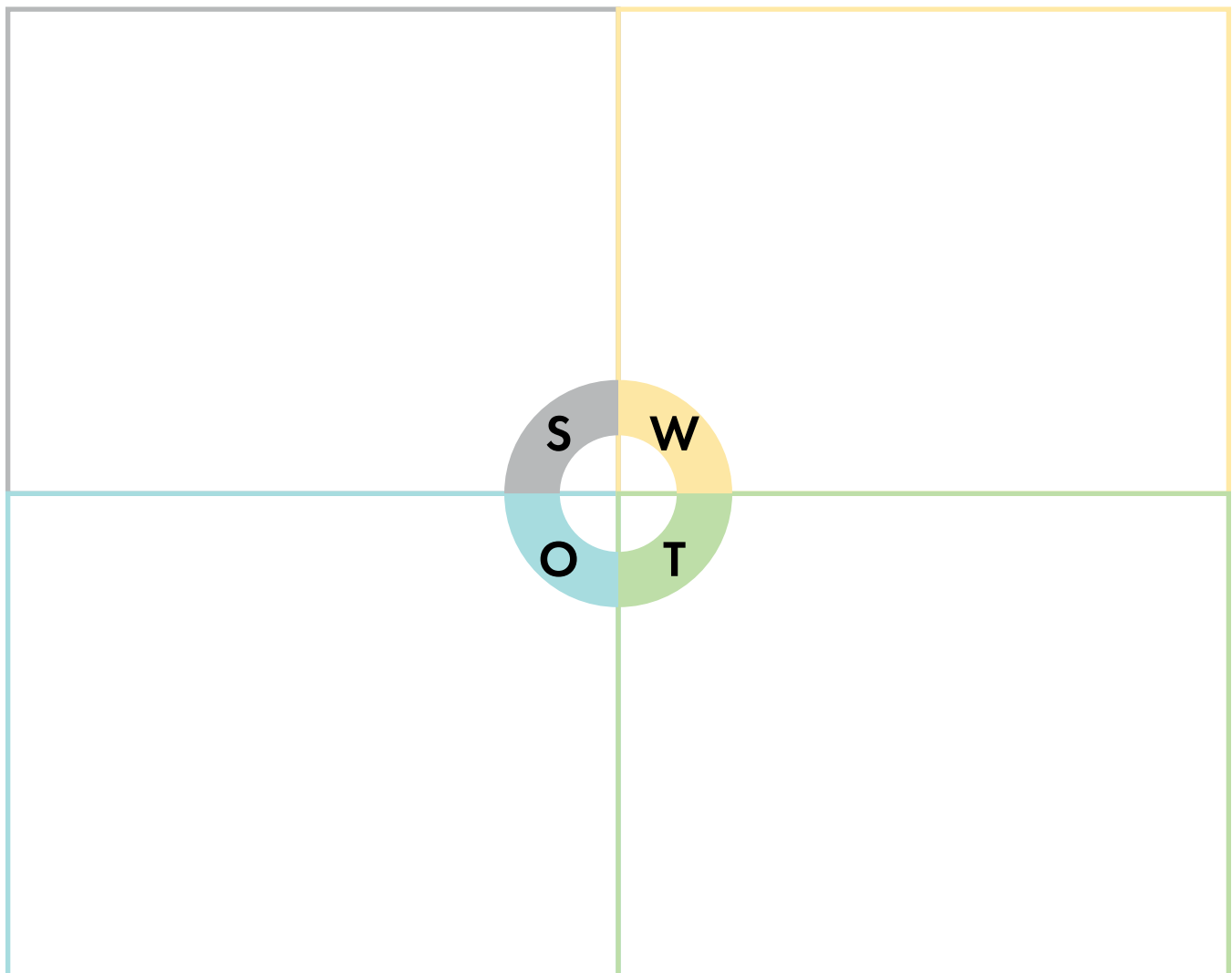
SWOT Analysis Template

SWOT Analysis helps in understanding the internal and external factors affecting your project or business. Use this template to categorize strengths, weaknesses, opportunities, and threats effectively.

[Miro's Interactive SWOT Analysis Template](#)

Strengths

Weaknesses



Opportunities

Threats

6. Needs, Wants, and Barriers

Explanation:

This method categorizes data into “Needs” (essential), “Wants” (desirable), and “Barriers” (obstacles).
(Textbook Reference: Page 74)

Activity 6: Needs, Wants, and Barriers

Sort your data into these three categories:

Category

Your Notes

Needs

Wants

Barriers

Lesson 7: Define & Reframe

1. Overview

Purpose:

In this lesson, you will reflect on your problem, reassess it with new insights, and potentially reframe it to ensure you're solving the right problem. You'll also explore storytelling techniques to document your journey so far.

(Textbook Reference: Page 78)

2. Defining & Reframing

Explanation:

Defining and reframing your problem means reassessing your initial assumptions in light of the data you've gathered. Use the insights gained to reframe the problem, if necessary, and move forward with clarity.

(Textbook Reference: Page 79)

Activity 1: Reframing Your Problem

Use the five reframing considerations to reassess your problem. Answer the following:

Method

How Will You Apply This?

Look outside the frame: What are we missing?

Rethink the goal: Is there a better objective?

Examine the bright spots: Where is the problem not?

Look in the mirror: What is our role in creating the problem?

Take their perspective: What is their problem?

Activity 2: Rewriting Your How Might We (HMW) Statement

Use your reframed insights to adjust or rewrite your HMW question. Fill out the new HMW statement below:

Original HMW Statement

New HMW Statement

3. Storytelling

Explanation:

Storytelling helps you share your journey, including the why behind your reframed problem. It's a way to cultivate buy-in from others and defend your new direction. The Narrative Arc and the Hero's Journey are two tools that can help structure your story.

(Textbook Reference: Page 80)

Activity 3: Telling Your Story

In 250 words or less, describe the story of your journey so far, focusing on what you've learned and why your focus has shifted.

Your Story

4. Storytelling Tools: The Narrative Arc & The Hero’s Journey

Explanation:

Use the Narrative Arc or Hero’s Journey to help structure your story.

- Narrative Arc: Five parts – Exposition, Rising Action, Climax, Falling Action, and Conclusion.
(Textbook Reference: Page 80)
- Hero’s Journey: A circular pattern with stages like the Call to Adventure, Helper’s Aid, and Descent into the Unknown.
(Textbook Reference: Page 81)

Activity 4: Structuring Your Story (Optional)

If you’re using one of the storytelling tools, map your story based on its structure:

Stage	Details of Your Story
Exposition (or Call to Adventure)	
Rising Action (or Descent into the Unknown)	
Climax	
Falling Action (or Resolution)	
Conclusion (or Denouement)	

Mapping Your Story

Narrative Arc & Hero's Journey

Use the templates below to help structure your story and reframe your problem. Each template will guide you through the stages of storytelling and help you reflect on your journey. Choose the format that best fits your story: the cyclical pattern of the Hero's Journey or the linear progression of the Narrative Arc.

The Narrative Arc

Exposition/Background:

Describe the initial problem or situation that set the stage for your project. What was the context? Who was involved? What assumptions did you start with?

Inciting Incident:

What was the catalyst that initiated the journey of discovery? Describe a pivotal moment, insight, or discovery that shifted your perspective.

Rising Action:

What challenges, obstacles, or new learnings emerged as you dug deeper into your problem? Describe key decisions, research findings, and how they shaped your understanding.

Climax:

What was the turning point? Describe the moment when you had a breakthrough or realized the need to reframe your problem. How did this moment clarify your focus and guide you toward a new direction?

Falling Action:

Describe the process of refining your new problem statement and beginning to explore solutions. What steps did you take to validate your reframed problem?

Resolution/Conclusion:

What new insights or outcomes did you achieve? How does your new understanding better address the problem? Summarize the transformation and next steps in your design journey.

The Hero's Journey

Call to Adventure:

What motivated you to start this project? Describe the initial challenge or problem that called you to action.

Meeting the Mentor(s):

Who were your mentors, stakeholders, or key collaborators? How did they help you navigate the problem space?

Crossing the Threshold:

What was the moment that marked the beginning of your research and exploration? Describe your transition from understanding the problem to diving into research.

Trials and Challenges:

What difficulties did you encounter? Were there false starts or surprising discoveries? How did these experiences shape your journey?

The Revelation/Transformation:

Describe the key insight or discovery that transformed your perspective on the problem. How did this revelation lead to a reframed problem statement?

Return with the Elixir:

How will you apply this newfound understanding? Describe the impact of your transformation and how it will guide your next steps or solution development.

The Road Ahead:

What are your next steps or future considerations? How will this journey influence future projects or challenges?

Additional Activity: Reflection Prompts

Is your understanding of the problem changed since the beginning of your project?

What emotions did you experience during key moments of this journey?

How will you use your story to communicate the need for change to others?

Define & Reframe

Interactive Storytelling Tool

Fill out each stage of the Hero's Journey as it relates to your project or initiative. Use the prompts to guide your storytelling.

The Call to Adventure:

What challenge or opportunity prompted you to begin this project? What inspired you to take on this journey?

Crossing the Threshold:

Describe the moment you took your first steps into the unknown. What risks or uncertainties did you face?

Trials and Challenges:

What obstacles have you encountered so far? How did you overcome them, or how are you planning to overcome them?

The Transformation:

How has your project evolved or changed over time? What key lessons have you learned from the journey?

The Return with the Reward:

What impact do you hope to make with this project? How will the world or your community benefit from your work?

Lesson 8: Come Up With Ideas

1. Overview

Purpose:

You have completed the first diamond (discovering the right problem) and are now beginning the second diamond, focused on designing the right solution. In this lesson, you will explore ideation techniques, strategies for generating and selecting ideas, and how to avoid groupthink.

(Textbook Reference: Page 85)

2. What is Ideation?

Explanation:

Ideation is the creative process of generating, developing, and communicating new ideas. The goal is to create as many ideas as possible before narrowing them down.

(Textbook Reference: Page 87)

Activity 1: Understanding Ideation

Reflect on your understanding of ideation and how you might apply it to your current challenge.

What is ideation in your own words?

3. Ideation Techniques

Explanation:

There are several techniques for ideation that can help you and your team think differently and generate a wide range of ideas. A few techniques are:

- Brainstorming
- Mind Mapping
- SCAMPER (Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, Reverse)
- Crazy Eights

(Textbook Reference: Pages 85-86)

Come Up With Ideas

Enhancing Ideation with Interactive Exercises

Interactive Scenario: Overcoming Ideation Barriers

When brainstorming new ideas, it's common for groups to encounter barriers like groupthink, a lack of divergent thinking, or difficulty generating a large number of ideas. In this section, you will participate in exercises designed to overcome these barriers.

Role-Playing Exercise: Combatting Groupthink

Step 1: Assign Roles

Assign each team member a role. Use the table below to note the assigned roles and their responsibilities.

Team Member	Role (Innovator, Devil's Advocate, User Advocate, etc.)	Responsibility
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Step 2: Scenario Introduction

Describe a challenging scenario where groupthink could occur. For example, deciding on a single feature to include in a new product prototype.

Scenario:

Step 3: Reflect and Discuss

After the session, reflect on how each role contributed to diversifying ideas. Use the space below to summarize your discussion.

How did the assigned roles help diversify ideas?

What could have been done differently to encourage more creativity?

Incorporating Online Brainstorming Tools

List the tools you plan to use and how they will enhance your brainstorming.

[Miro](#)

MindMeister

Activity 2: Choosing an Ideation Technique

Choose one of the abovementioned ideation techniques and apply it to your challenge. Use the space below to document your ideas.

Technique Chosen

Your Ideas

4. Avoiding Groupthink

Explanation:

Groupthink can occur when teams prioritize harmony and consensus over creativity and critical thinking. To avoid groupthink, encourage diverse perspectives, challenge assumptions, and ensure everyone's voice is heard.

(Textbook Reference: Page 89)

Activity 5: Preventing Groupthink

What are three ways you will ensure groupthink does not occur in your ideation process?

5. Strategies for Idea Generation

Explanation:

Generating ideas often requires thinking beyond the obvious solutions. Here are a few strategies to help:

- Divergent Thinking: Generate as many ideas as possible without judgment.
- Rapid Ideation: Set a timer and come up with as many ideas as you can in a short amount of time.
- Analogous Thinking: Look at solutions in other industries or areas for inspiration.
(Textbook Reference: Page 90)

Activity 3: Applying Divergent Thinking

Generate as many ideas as possible in 5 minutes using divergent thinking. Focus on quantity, not quality.

Ideas Generated in 5 Minutes

6. Strategies for Idea Selection

Explanation:

Once you have a large pool of ideas, the next step is to select which ones to explore further. Here are some strategies to help:

- **Dot Voting:** Give each team member a number of dots and allow them to vote on their favourite ideas.
- **Feasibility vs. Impact Matrix:** Evaluate ideas based on their feasibility (how easy it is to implement) and impact (how much change they can create).
(Textbook Reference: Page 92)

Activity 4: Using a Feasibility vs. Impact Matrix

Choose a few ideas and place them in the matrix below to assess which ones to prioritize.

Idea

Feasibility

Impact

Priority

Lesson 9: Bring Your Ideas to Life

1. Overview

Purpose:

This lesson will help you begin the prototyping process to test your ideas and gather feedback from real users. The goal is to learn whether your idea is on the right track, identify gaps, and validate the usability and desirability of your solution without investing too much time or money.

(Textbook Reference: Page 98)

2. What is Prototyping?

Explanation:

Prototyping is exploring, evaluating, and communicating your idea through a tangible model or system. It allows you to test your assumptions with real users, uncover gaps, and validate your solution before fully committing resources.

(Textbook Reference: Page 99)

3. What Does a Prototype Look Like?

Explanation:

A prototype can take many forms, including sketches, models, storyboards, mock-ups, interactive websites, or pilot testing. Prototypes vary in fidelity (level of detail and functionality), from low-fidelity (basic sketches and models) to high-fidelity (detailed simulations or mock-ups).

(Textbook Reference: Page 100)

Activity 1: Listing Prototypes

List five examples of what a prototype could look like for your idea.

4. Steps to Prototyping

Explanation:

The prototyping process involves three key steps:

1. **Identify Your Assumptions** – What do you know, assume, or don't know about your solution or audience?
2. **Create Intention** – What are you hoping to learn from testing the prototype?
3. **Build** – What can you build to help you learn more about your solution?
(Textbook Reference: Page 101)

Activity 2: Identifying Assumptions

Think about your solution and list some of the assumptions you have. Then, outline what you want to learn by testing your prototype.

Assumptions About Your Solution

What I Want to Learn from Prototyping

5. Creating Your Prototype

Explanation:

Based on your assumptions and learning goals, you will now design a prototype that can communicate your idea and test its feasibility. Focus on what you can build quickly and effectively to gather user feedback.

(Textbook Reference: Page 101)

Activity 3: Building Your Prototype

What type of prototype will you build to test your assumptions? Describe how you will use it to gather feedback from your users.

Prototype Description

How It Will Be Used to Gather Feedback

6. Testing and Iterating

Explanation:

Once your prototype is built, it's time to test it with real users. The goal is to gather feedback, validate your assumptions, and identify areas for improvement. Use this feedback to iterate and refine your solution.

(Textbook Reference: Page 102)

Activity 4: Iteration Plan

Based on user feedback, how will you improve or iterate on your prototype?

Feedback Received

Changes or Improvements to Make

The Test Card

Test Name:

Duration:

Assigned To:

Deadline:

Step 1: Hypothesis

We believe that

Step 2: Test

To verify that, we will

Step 3: Metric

And measure

Step 4: Criteria

We are right if

Lesson 10: Test It Out

1. Overview

Purpose:

Now that you've created a prototype, it's time to test it with your target audience and gather feedback. This lesson will help you understand the three lenses of human-centered design, how to create a test plan, and how to iterate based on feedback.

(Textbook Reference: Page 109)

2. Three Lenses of Human-Centered Design

Explanation:

Human-centered design involves evaluating your idea through three lenses:

- Desirability: Does your target audience want this? Does it solve their problem?
- Feasibility: Can you deliver it? Do you have the resources?
- Viability: Does it make economic sense? Is the business model sustainable?

(Textbook Reference: Page 111)

Activity 1: Evaluating Through the Three Lenses

Using your current prototype, evaluate it through the three lenses.

Desirability

Feasibility

Viability

3. Design a Test Plan

Explanation:

Before testing your prototype, outline a test plan using the Prototype Report Card format:

- Prototype Name – What is it?
- Before Prototyping – Your learning plan: What do you want to learn?
- After Prototyping – Report your feedback.
(Textbook Reference: Page 112)

Activity 2: Prototype Report Card

Fill out the Prototype Report Card template to create your test plan.

Prototype Name

Before Prototyping – What do I want to learn?

After Prototyping – Feedback/Report

4. Gathering Feedback

Explanation:

You can gather feedback through various methods, such as observation, interviews, or surveys. Consider how you will capture feedback meaningfully to ensure it helps you improve your prototype.

Activity 3: Planning for Feedback

Describe how you will gather feedback from your testers. Include the type of feedback you're looking for (e.g., reactions, usage behaviour) and how you'll collect it (e.g., interviews, surveys, observation).

Feedback Gathering Method

What Kind of Feedback Are You Looking For?

5. Testing Methods

Explanation:

Different methods exist to test prototypes, such as imagination-based prototyping (role-play, sketching) or experience prototyping (real interactions with the prototype). Choose the method best suits your prototype's fidelity level and test goals.

Activity 4: Choosing a Testing Method

What testing method will you use, and why? Briefly describe how you plan to conduct your test.

Testing Method

Why This Method?

Test It Out – Testing Checklist

Prototype Testing Checklist

Use this checklist to ensure you're well-prepared before conducting a prototype test. This will help ensure you have the necessary components and clarity on your goals, approach, and logistics for a successful testing session.

Pre-Test Preparation

Define Test Objectives

What are your key objectives for this test session?

What specific assumptions are you testing?

What do you hope to learn or validate from this test?

Identify and Prepare Your Prototype

Determine the fidelity of your prototype (low, medium, high).

Is your prototype functional and aligned with the objectives?

Is your prototype accessible and user-friendly?

Create a Test Plan

Define the type of test (e.g., imagination-based, experience prototyping)

Outline the testing method (e.g., role-playing, observation, interviews)

What are the clear criteria for success?

Recruit Test Participants

Who are your target participants?

What is your recruitment plan? (e.g., social media, email, posters)

Have you sent out invitations or communicated testing session details?

Prepare Test Materials

Supporting materials (e.g., consent forms, NDAs, instructions)

Equipment (e.g., recording devices, notepads, pens)

Feedback forms (digital or paper)

Test Logistics

Confirm date, time, and location

Set up the environment (room layout, seating arrangement)

Ensure the environment is welcoming and free from distractions

Assign Roles and Responsibilities

Who will facilitate the session?

Who will observe and take notes?

Who will handle feedback and follow-up?

Technical Checks (for digital prototypes)

Are all software and hardware working properly?

Is internet connectivity stable?

Do all interactive elements function as intended?

During the Test

Introduction and Consent

Briefly introduce yourself and your project

Share the purpose of the test and set expectations

Ensure participants have signed consent forms

Test Execution

Guide participants through the scenarios or tasks

Encourage participants to think aloud and share their thoughts

Observe reactions, noting struggles or confusion

Collect Feedback

Ask follow-up questions based on observations

Gather feedback on usability, functionality, and aesthetics

Post-Test Activities

Debrief and Analyze

Debrief with your team immediately after the test

Organize and categorize feedback (e.g., sticky notes, spreadsheet)

Discuss key observations and emerging patterns

Reflect and Iterate

Identify areas for improvement based on feedback

What aspects of your prototype need adjustment?

Plan for the next iteration

Follow-Up

Send a thank-you note to participants

Share findings or next steps if appropriate

Ask if participants would join future tests

Test It Out

Troubleshooting Common Challenges in User Testing and Feedback Synthesis

Use this troubleshooting guide to address common challenges during user testing.

1. Limited or Inconsistent User Feedback

Symptoms: Vague feedback, contradictory responses, reluctance to criticize.

Solutions:

Ask open-ended questions: “Can you tell me more about that?”

Use probing techniques: “What specifically did you like or dislike?”

Encourage honesty and create a comfortable environment.

2. Participants Misunderstanding the Prototype’s Purpose

Symptoms: Confusion about functionality, difficulty using the prototype.

Solutions:

Provide clear instructions and demonstrate how to use the prototype.

Set expectations about the prototype’s fidelity level.

Revise instructions for clarity if participants struggle with the same issue.

3. Difficulty Synthesizing Large Amounts of Feedback

Symptoms: Feeling overwhelmed by data, struggling to find patterns.

Solutions:

Group feedback into broad themes (e.g., usability, functionality).

Prioritize actionable feedback based on your objectives.

Involve team members for fresh perspectives.

4. Bias or Influence from Observers or Facilitators

Symptoms: Participants influenced by facilitator’s presence or leading questions.

Solutions:

Use neutral phrasing and avoid leading questions.

Minimize observer presence to reduce participant bias.

Use anonymous feedback forms for more candid responses.

5. Participants Focus on the Wrong Aspects of the Prototype

Symptoms: Feedback on irrelevant details (e.g., design colors) instead of functionality.

Solutions:

Redirect focus to core functionality and usability.

Clarify the prototype’s stage and what’s being tested.

6. Struggling to Incorporate Feedback into Iterations

Symptoms: Uncertainty on how to prioritize feedback.

Solutions:

Use the three lenses of human-centered design: desirability, feasibility, viability.

Create an iteration plan prioritizing high-impact feedback.

7. Test Participants Give Contradictory Feedback

Symptoms: Conflicting feedback from different users.

Solutions:

Segment feedback by user personas or demographics.

Prioritize feedback from core target audiences.

8. Time Management Issues During Testing

Symptoms: Tests run too long, leaving areas untested.

Solutions:

Create a structured test plan with time limits.

Test in iterations, focusing on critical features first.

Pilot the test to adjust timing.

6. Who Are Your Testers?

Explanation:

Ensure that your testers are diverse and represent your target audience. Consider how you'll recruit participants and make them feel comfortable.

(Textbook Reference: Page 114)

Activity 5: Recruiting Testers

Describe how you plan to recruit testers and who your ideal testers are.

Recruitment Plan

Ideal Testers

7. Iteration

Explanation:

After gathering feedback, you will refine your prototype through iteration, a continuous process of testing, learning, and improving. Focus on what you learned, what worked, what didn't, and what changes you need to make.

(Textbook Reference: Page 115)

Activity 6: Iteration Plan

Describe the top three things you learned from testing and how you plan to iterate on your prototype.

Top Three Learnings

Iteration Plan

8. Reflection

Explanation:

Think about how your prototype testing aligns with your How Might We question and what new questions have emerged. Consider whether you have gathered enough data or if more testing is needed.

(Textbook Reference: Page 115)

Activity 7: Prototype Reflection

Reflect on how the testing has affected your prototype. How does it address your How Might We question, and what will you do next?

How Does the Prototype Address the HMW Question?

Next Steps

Lesson 11: Ready, Set, Go

1. Overview

Purpose:

In this lesson, you will review whether you are ready to move forward with your solution, use tools like the Business Model Canvas to structure your business model, and plan your next steps using the Now, Next, Later framework.

(Textbook Reference: Page 120)

2. Quick Scan: Are You Ready?

Explanation:

Before moving forward, you should conduct a Quick Scan to ensure your idea is desirable, feasible, and viable.

Activity 1: Quick Scan

Answer the following questions to evaluate your readiness:

Quick Scan Questions	Yes	No
Is your idea desirable? Do you understand the real problem and user?		
Is now the right time, considering the environment and market?		
Do you have the right team and resources to move forward?		
Is your solution viable? Can it make money or have the intended impact?		

If you answered “No” to any of the questions, note what additional steps you need to take before moving forward.

Next Steps

3. The Business Model Canvas

Explanation:

The Business Model Canvas has nine building blocks that help you structure your business. The left side focuses on the business (internal), and the right focuses on the customer (external), with the value proposition at the center.

(Textbook Reference: Page 123)

Activity 2: Business Model Canvas Overview

Briefly describe the nine building blocks of the Business Model Canvas as they apply to your idea:

Building Block	Description
Customer Segments	
Value Proposition	
Channels	
Customer Relationships	
Revenue Streams	
Key Resources	
Key Activities	
Key Partnerships	
Cost Structure	

Ready, Set, Go - Pre Filled Example

Interactive Business Model Canvas (for a Coffee Shop Business)

As you go through the lesson, fill out each section of the Business Model Canvas to start developing your project's strategy.

Customer Segments: <ul style="list-style-type: none"> Local office workers Students and freelancers Coffee enthusiasts 	Value Propositions: <ul style="list-style-type: none"> Offering a comfortable, community-oriented space to work or relax High-quality, ethically sourced coffee and specialty drinks A unique loyalty program that offers free drinks and discounts 	Customer Relationships: <ul style="list-style-type: none"> Personalized service with a focus on remembering regular customers' orders Social media engagement and exclusive offers for followers
	Channels: <ul style="list-style-type: none"> Social media platforms (Instagram, Facebook) In-store promotions and signage Local partnerships with coworking spaces 	Revenue: <ul style="list-style-type: none"> Coffee and food sales Merchandise sales (coffee beans, mugs) Event hosting (poetry nights, workshops)
Resources: <ul style="list-style-type: none"> Baristas and kitchen staff Coffee machines and equipment High-quality coffee bean suppliers 		Key Activities: <ul style="list-style-type: none"> Preparing and serving coffee and food Marketing and promotional activities Managing supplier relationships
Partnerships: <ul style="list-style-type: none"> Local coffee bean suppliers Local bakeries for fresh pastries Coworking spaces for customer referrals 		Cost: <ul style="list-style-type: none"> Rent and utilities Employee salaries Marketing and promotional costs

Ready, Set, Go

Interactive Business Model Canvas

As you go through the lesson, fill out each section of the Business Model Canvas to start developing your project's strategy.

Customer Segments:	Value Propositions:	Customer Relationships:
	Channels:	Revenue:
Resources:		Key Activities:
Partnerships:		Cost:

4. Planning Your Next Steps with the “Now, Next, Later” Framework

Explanation:

After completing your Business Model Canvas, use the Now, Next, Later framework to prioritize your tasks and assign timelines.

(Textbook Reference: Page 128)

Activity 3: Now, Next, Later

Add 1-5 tasks in each of the three categories to help you move your idea forward:

Now (Within 30 Days)

Next (Within 60 Days)

Later (90 Days or Beyond)

5. Reflection on Your Baseline

Explanation:

At the end of your journey, it's essential to reflect on your skillsets, toolsets, and mindsets, revisiting your baseline evaluation from the beginning of the process.

(Textbook Reference: Page 129)

Activity 4: Self-Assessment of Skills, Toolsets, and Mindsets



Rate your level of expertise in the following areas on a scale from Beginner to Expert:

Skillset/Toolset/Mindset **Level of Expertise (Beginner, Novice, Intermediate, Expert)**

Questioning

Observing

Networking

Experimenting

Associating

Courageous Mindset

Growth Mindset

Inquiry-Based Mindset

Co-Creative Mindset

Integrative Mindset

Reflexive Mindset

Design Thinking

Systems Thinking

Experience Design

Strategic Foresight

Business Innovation

Reflection Questions:

- What surprised you about your evaluation?
- Where do you feel most confident?
- What are areas you want to develop further?

Reflection:

Lesson 12: Inspire Wrap-Up

1. Overview of the Journey

Purpose:

Congratulations! You’ve completed the Inspire program, journeying through the double diamond framework. You’ve developed skillsets, mindsets, and toolsets to help you tackle complex problems and create innovative solutions. This lesson is about reflecting on your journey and thinking about the next steps.

(Textbook Reference: Page 133)

Activity 1: Reflect on Your Journey

Think about the journey you’ve been on throughout the Inspire program. Answer the following questions to capture your learning and achievements:

Reflection Questions

Your Response

What was the most significant thing you learned through Inspire?

What toolset, skillset, or mindset do you believe will help you the most?

How has Inspire impacted your confidence in problem-solving and innovation?

2. Additional Learning Opportunities

Explanation:

Though the Inspire program has ended, there are many additional opportunities to continue learning, exploring, and growing. Below are some resources and organizations to consider as you continue your journey.

Resource	Link
Innovate Calgary – Social Innovation Hub	Social Innovation Hub
AB Seed – Alberta Social Economy Ecosystem Development	AB Seed
UCeed – University of Calgary	UCeed
Flourishing Business Canvas – Home of the Flourishing Business Canvas	Flourishing Business Canvas
Systemic Design Toolkit – Systemic Design Association	Systemic Design Association

3. Participant Feedback Survey

Explanation:

Your feedback is incredibly valuable as we continue to adapt and improve the Inspire program. Please take a few minutes to complete the following survey:

Survey Question

Your Response

What was the most significant thing you learned through Inspire?

What skillset, mindset, or toolset will help you the most in your future work?

Was there any part of the course you found particularly challenging? If so, what was it?

Has Inspire grown your confidence in innovation and problem-solving? (Likert scale: not at all significantly)

Will this course help you in solving future problems? (Likert scale: not at all significantly)

Were you able to regularly spend time working on the course each week? Why or why not?

Did you use Inspire to tackle a specific problem or question? (YES/NO)

If yes, how effective was the program in helping you reach a solution? (Likert scale)

What could improve Inspire?

Would you like to stay in touch with The Social Impact Lab Alberta by subscribing to our quarterly newsletter?

4. Your Baseline – Revisited

Explanation:

Take a moment to revisit your baseline evaluation from Lesson 3 and reflect on your progress.

Reflection Questions

Your Response

What changes did you notice in your evaluations at the beginning vs. the end of your journey?

Where do you feel most confident?

What areas are you interested in developing further?