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Keio University Global Innovator Acceleration Program 2015 Day 2 Workshop

Graduate School of System Design and Management EDGE Program Team

2015 Keio EDGE 1

Workshop: Plan

Brainstorming practice

- Observation
- Ideation
- Prototyping and Testing

Design Thinking in Action: Brainstorming

It's Human-Centered.

常に人間を意識しながら考える

It's Collaborative.

多様性を活かすことによる恩恵

It's Optimistic.

必ず答えはあると信じる

It's Experimental.

早く、たくさん失敗してその経験から急速に学ぶ

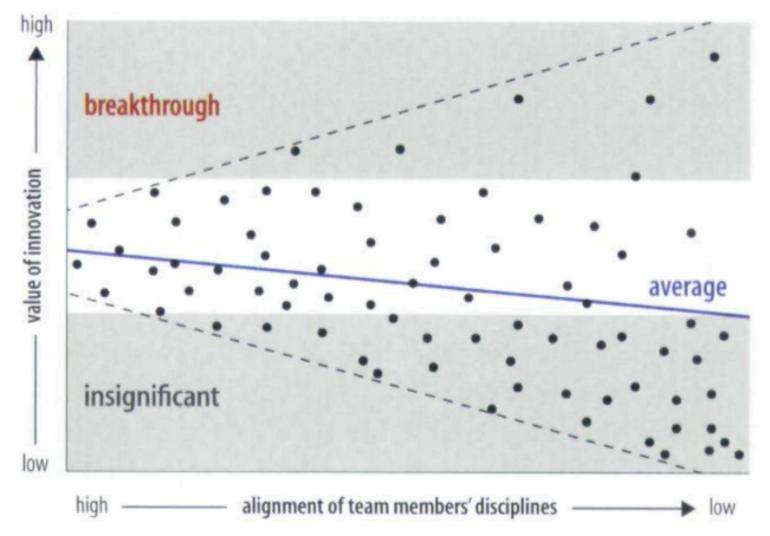
Why collaborate? Evidence for a Collective Intelligence Factor in the Performance of Human Groups

Anita Williams Woolley, 1* Christopher F. Chabris, 2,3 Alex Pentland, 3,4 Nada Hashmi, 3,5 Thomas W. Malone 3,5

Psychologists have repeatedly shown that a single statistical factor—often called "general intelligence"—emerges from the correlations among people's performance on a wide variety of cognitive tasks. But no one has systematically examined whether a similar kind of "collective intelligence" exists for groups of people. In two studies with 699 people, working in groups of two to five, we find converging evidence of a general collective intelligence factor that explains a group's performance on a wide variety of tasks. This "c factor" is not strongly correlated with the average or maximum individual intelligence of group members but is correlated with the average social sensitivity of group members, the equality in distribution of conversational turn-taking, and the proportion of females in the group.

Woolley, Anita W. and others. "Evidence for a Collective Intelligence Factor in the Performance of Human Groups." *Science* 330, no. 6004 (2010): 686-688.

Why collaborate interdisciplinary?



Fleming, Lee. "Perfecting Cross-Pollination." *Harvard Business Review* 82, no. 9 (2004): 22-24.

- A kind of Free Association Measure
 - It means it is encouraged to build on the ideas of others.
 - You should write (or draw) clearly and be vocal every time you place your sticky note so that others have more chance to build on your ideas.
- Go for quantity!
 - It is not sniper rifling the best solution but more like shooting a shot gun.
 - Brainstorming mode:
 - welcome wild/crazy ideas!
 - give every post-it note a short positive feedback!

2

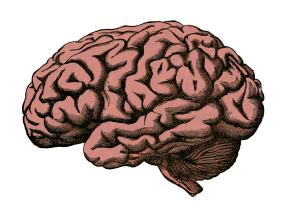
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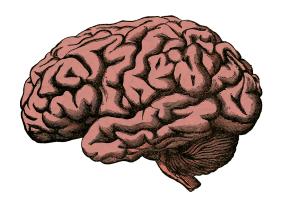


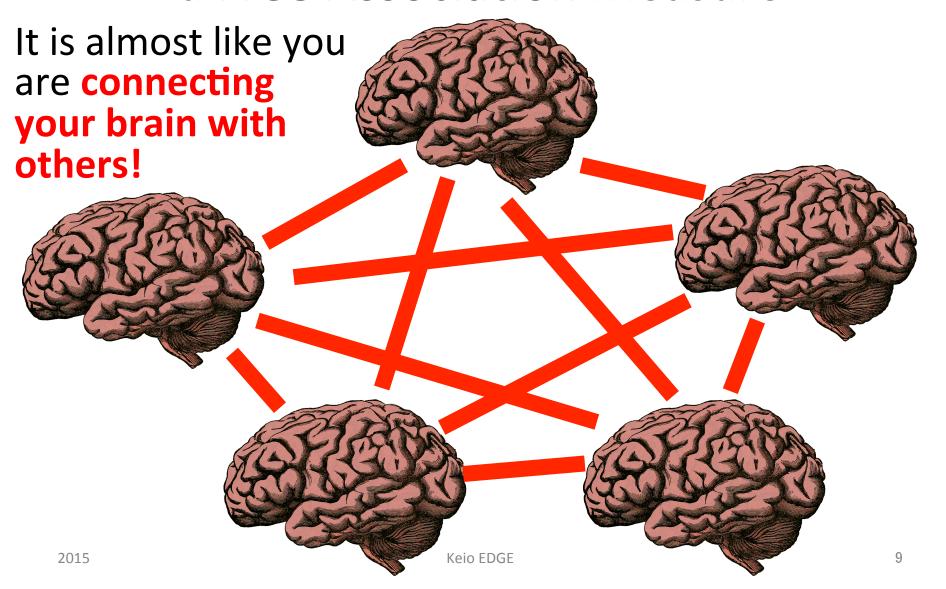


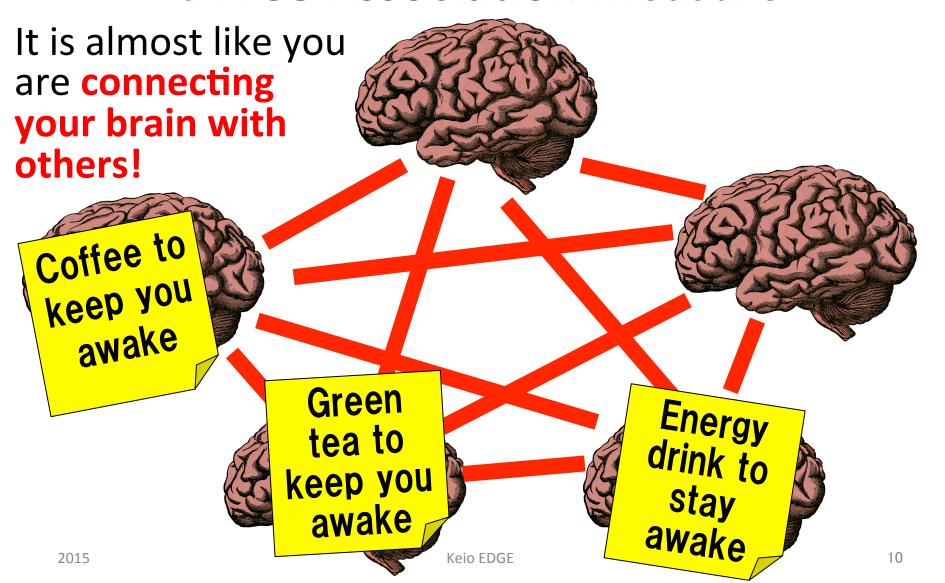








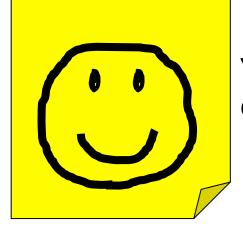




Increase the chance to build on the ideas.



write clearly!



You can draw, too!

Verbally share your idea every time your put it down on a sticky note!



Go for quantity!

- Build on other ideas
- Encourage wild ideas
- Defer judgment and do NOT block the others

EDGE

Go for quantity!

Brainstorming mode:

welcome wild/crazy ideas!

give every post-it note a short positive feedback!



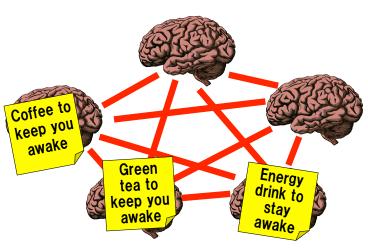


Go for quantity!









Build on the ideas!

Strategic Brainstorming Tips

- Clarify what you are brainstorming.
 - Solution? Definition? Recognition? ...
 - You can brainstorm many different things
- Ask the question that is suitable for brainstorming.
 - Questions that diversity might help to answer
 - Questions that are interesting to expand the solution space
 - Questions that logical or critical thinking would not provide an innovative solution
 - "How might we" questions
 - "Ill defined" questions
 - **—** ...

2015

- Stay in innovative thinking mode
 - You do NOT want bunch of "in the box" sticky notes
 - You also do NOT want ordinary "Sci-Fi* movie stuff" sticky notes (*Science Fiction) Keio EDGE

How might we communicate face-to-face without a common language?



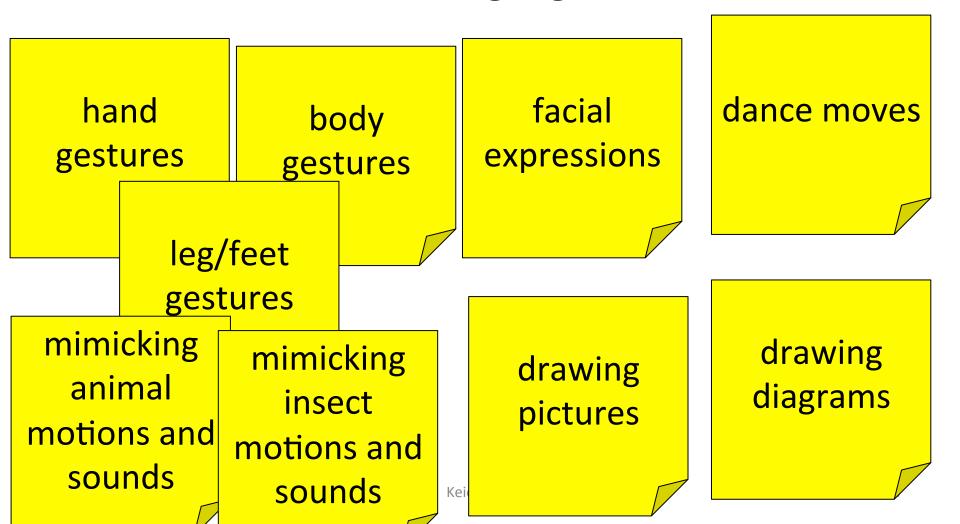








 How might we communicate face-to-face without a common language?



Workshop: Context

Healthcare

- You are a team thinking about launching a start-up business in healthcare domain.
- Your scope is global and have not decided what to focus on.
- You are in the phase of developing your concept.
- You can give original definition to "healthcare".

Design Thinking in Action: Observation

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Imagine this is sitting in front of you.

Describe what you observe.

目の前にこれがあると思って見てください。観察したことについて述べてください。

EDGE 20

Fact and Opinion/事実と解釈

<u>事実/Fact</u>

客観的方法で確認可能な記述。

A *fact* is a statement that can be proven by direct experience or objective verification.

<u>解釈/Opinion</u>

客観的方法で検証が出来ない話し手の信条や判断による記述。

An *opinion* is a statement of belief or judgment that cannot be objectively proven true or false.

(Reference) http://www.montgomerycollege.edu/~steuben/factopinion.htm

Observation: Fieldwork Note

Opinion Fact 22 2015

Observation for Human-Centered Insights

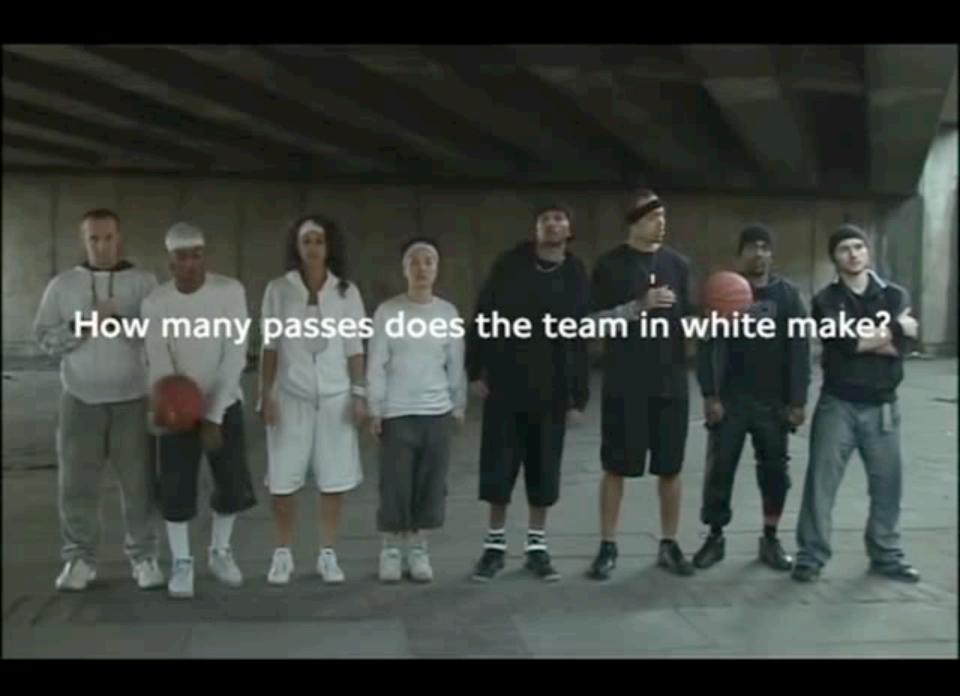
[Instructions]

- Go out and conduct observation as a team.
- Take fieldwork notes in fact-opinion format.
- Come back and review and discuss the notes.
- *Find insights* that may lead you to new value creation in the "healthcare" domain.

60min + (60min lunch) + 60min unpacking

Observation: Fieldwork note review and discussion

Fact	Opinion	Insight
2015	Keio EDGE	24



<u>Instructions</u>

Count how many times the players wearing white pass the basketball.

Observation Tips

- Unless you are careful you are seeing things you want to see.
- Even though you are careful you may still be seeing things you want to see.
- Hypothesis or bias may haunt you.
 - It is okay to have them but be ready to update them while you are observing.
- Having different viewpoints may help you.
 - Sometimes it is helpful if you intentionally set some different viewpoints for the observation.

Observation for Human-Centered Insights

[Instructions]

- Go out and conduct observation as a team.
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Design Thinking in Action: Ideation

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Ideation Tactics

- You need to define the "context".
- You need to define the problem.

- Intentionally think outside the box!
 - Need to know what defines the box.
 - Need to know what is inside the box.

 NOT about finding an idea but expanding your idea options further.

30

Ideation Methods

Free Association Measure 自由連想法

Forced Association Measure
 強制連想法

Ideation Methods

- Free Association Measure 自由連想法
 - Brainstorming, ...
- Forced Association Measure
 強制連想法
 - Osborn's Checklist, Matrix Measure, ...

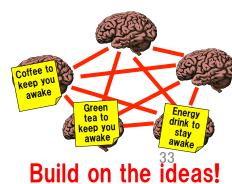


How might we communicate face-to-face without a common language?



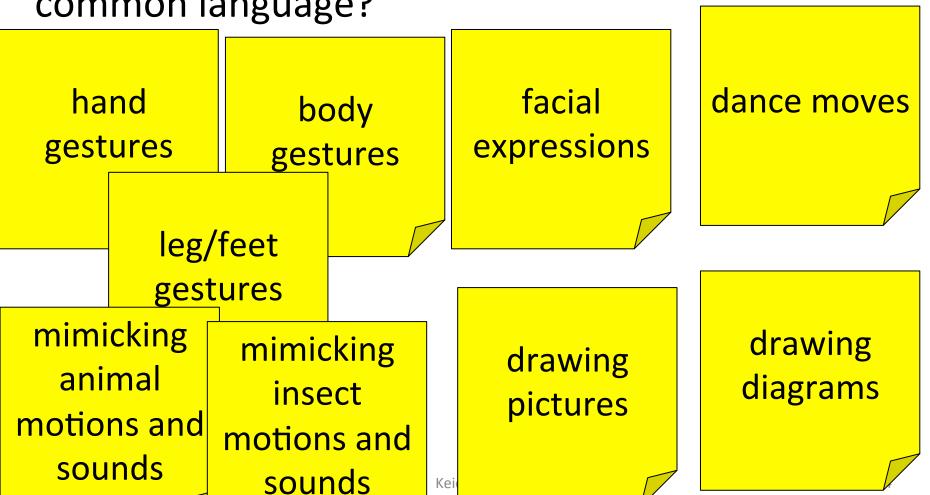








 How might we communicate face-to-face without a common language?



Strategic Brainstorming Tips

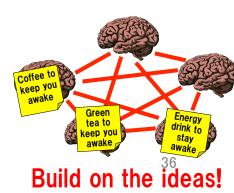
- Clarify what you are brainstorming.
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 (*Science Fiction)

あなたが 思わず、ついつい 触っちゃった、手が出ちゃった 時に「口にしてそうな一言」って?









Example

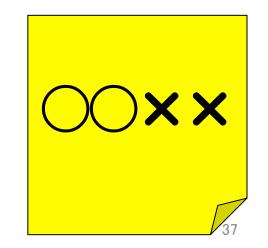
Brainstorming

「あなたが思わず、ついつい触っちゃった、手が出ちゃった時に『口にしてそうな一言』って?」

ふっかふか!

うわ、つ めた~い ああ、意 外とそう でもない

お、生き てる! なんだ、 良かった あ



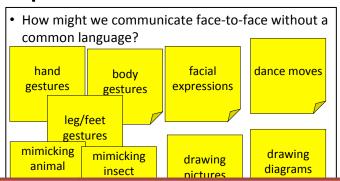
戦略的なブレーンストーミングの設問

- ブレーンストーミングの結果から「何を得たいか」を考えて設問すると良い。
 - 1つの素晴らしいアイデアを見つける為の設問
 - ▶ 複数の人間の多様な視点、価値観、認識からの 発想群を可視化する為の設問
 - 問題認識の整合
 - 解空間の認識
 - など
- 多様性を多様なまま取り出せる設問を考える事が重要。
- 参加した人が自由な連想をし易い設問を考える事が重要。
- 目的や状況に合わせて適切に設問を考える 事が必須。

Brainstorming Exercise 1

- Discuss and write down clearly what you are brainstorming.
- Conduct the brainstorming.
- □ Did you expand the solution space?
- ☐ How can you change your brainstorming question to improve the *divergent thinking* process?

Example



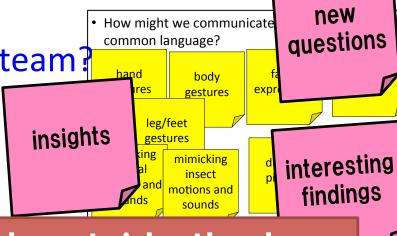
*Note

It is a good habit to clearly sate your brainstorming question.

Spend some time to think what is the right question to ask to expand your solution space

Brainstorming Exercise 2

- Discuss about your brainstorming session. Both process and output.
- Jot down interesting finding and new questions found during the discussion. They may be important insights.
- Why did you have to change brainstorming question? What does it implicate?
- ☐ Any bias or trend in output?
- ☐ Any unnoticed assumption of the team?
- Possibility of new perspective?
- ☐ Any out of the box idea?

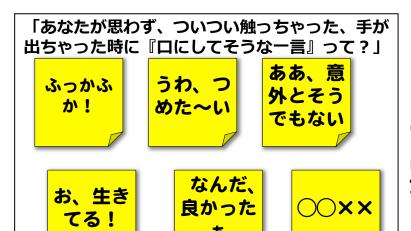


Looking for insights to think outside the box

Brainstorming Exercise 1

- ロテーマと課題について議論しながら、ブレインストーミングの設問を考えて下さい。
- ロ 考えた設問でブレインストーミングを実施。
- ➤ 思考は発散したか?
- > どの様な設問であれば多様性を活かし、 より効果的な発散が出来そうか?

【例】

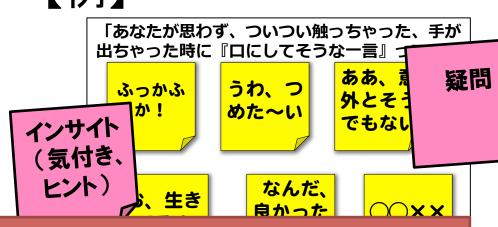


※ブレインストーミング の設問を明確に示して 実施すると良い。

意図的に思考の発散を行う工夫をする

Brainstorming Exercise 2

- ロ実施したブレインストーミングについてディスカッションして下さい。
- ロインサイト(気付き、ヒント)をポストイットに書き出して貼る。
- 出てくるポストイットの傾向からのインサイト?
- ▶ 自分たちの思い込み?
- ▶ 自分たちの当たり前?
- > 意外な方向性?
- ▶ 常識のうまい外し方?



新しい解や解空間を生み出す可能性を探す

Affinity Diagram

[Activity]

 Make groups from your post-it notes and give them unique names.

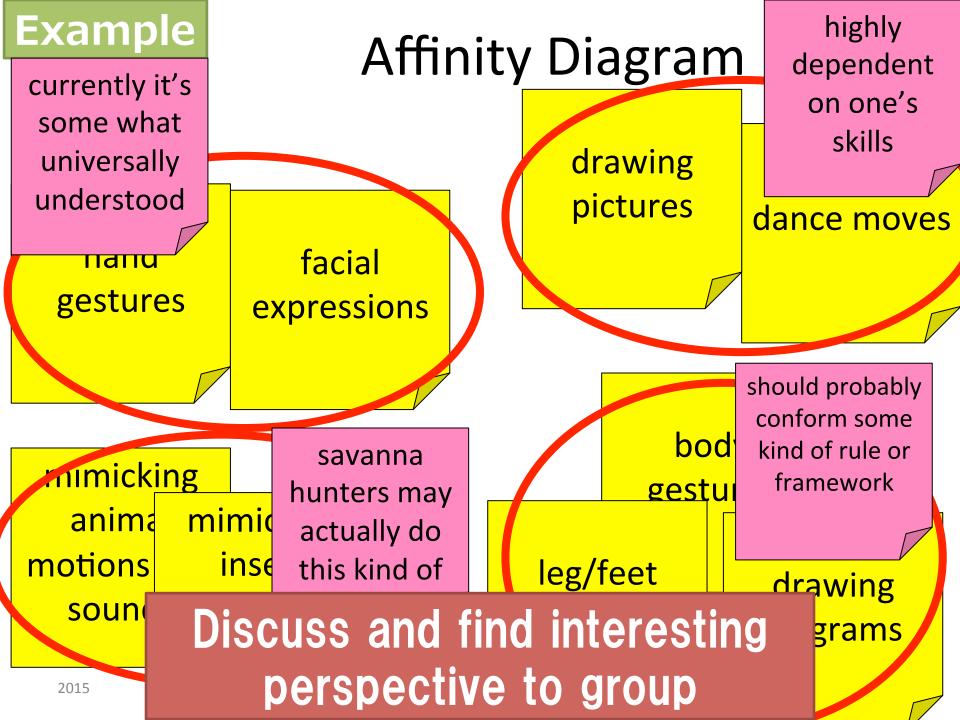
[What you gain]

- Bird's-eye view of your ideas.
 - trends, bias, ...
- Higher abstraction level information of your ideas.

Affinity Diagram as a **Discussion Process** with in a group

- You will be discussing not about the individual ideas but one notch higher in abstraction level.
- You will be accommodating the interpretation of ideas and groups.
- Stay in innovative thinking mode
 - You need to strategically choose what type of grouping you want:
 - logical and critical thinking grouping
 - creative thinking grouping
 - You are looking for insights (IOW hints, crews) to think outside of the box

highly Example **Affinity Diagram** dependent currently it's on one's some what skills drawing universally understood pictures dance moves facial папс gestures expressions should probably conform some bod kind of rule or savanna mimicking framework gestu hunters may mimid anima actually do motions inse this kind of leg/feet drawing things sound motion gestures diagrams sounds 2015 Keio E



Example やっぱり、 どうしても 触りたかっ た! ふつかふ か!

Affinity Diagram

あ~あう たか~い 考えていた のとは違っ てちょっと びっくり ざらじゃ ん

ああ、意 かとそう かもない お、生き てる

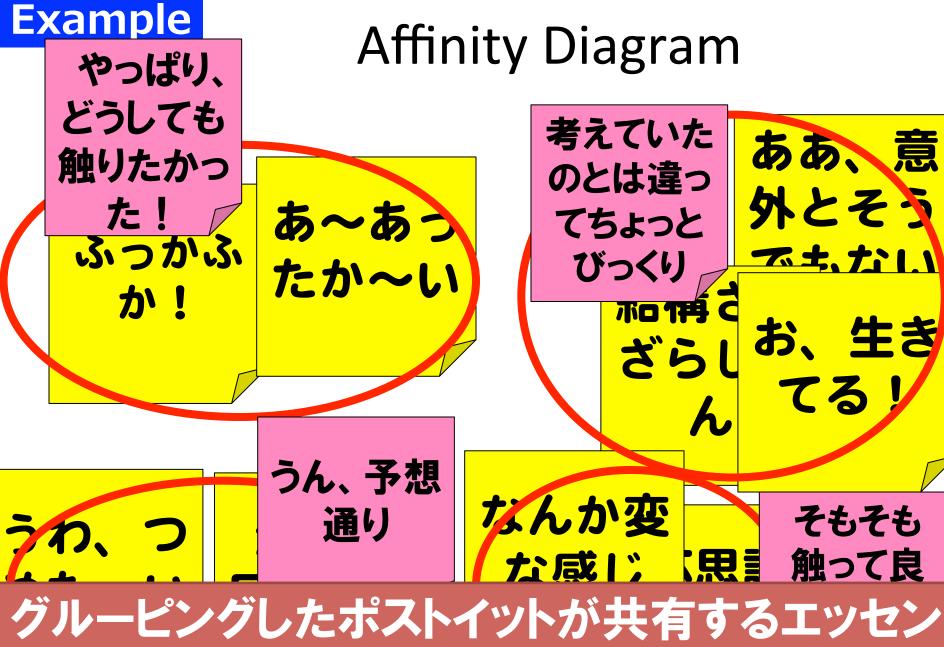
うわ、 かっ めた~ l 固い うん、 予想 通り

な感じ、気は、やっぱり

そもそも 触って良 かった の!?

思記

本当は・・・



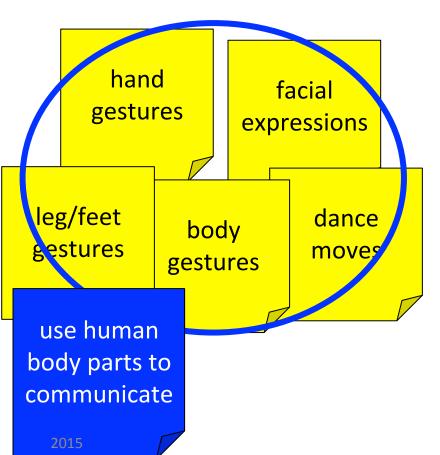
スを創造的に見つけ出し、グループ名に反映

Example

Example of Logical vs Creative Grouping

More *logical and critical thinking* type grouping

create visual aid to communicate



drawing pictures drawing diagrams

insect motions and sounds mimicking animal motions

mimic other life form that communicates

Example

mimicking

animal

notions and

sounds

2015

Example of Logical vs Creative

Grouping



currently hand facial it's some gestures expressions what universally understood

mimickir

insect

motions and

Sound

savanna

hunters may

actually do

this kind of

things

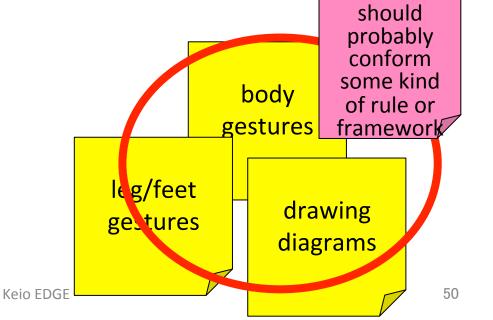
drawing dance pictures moves

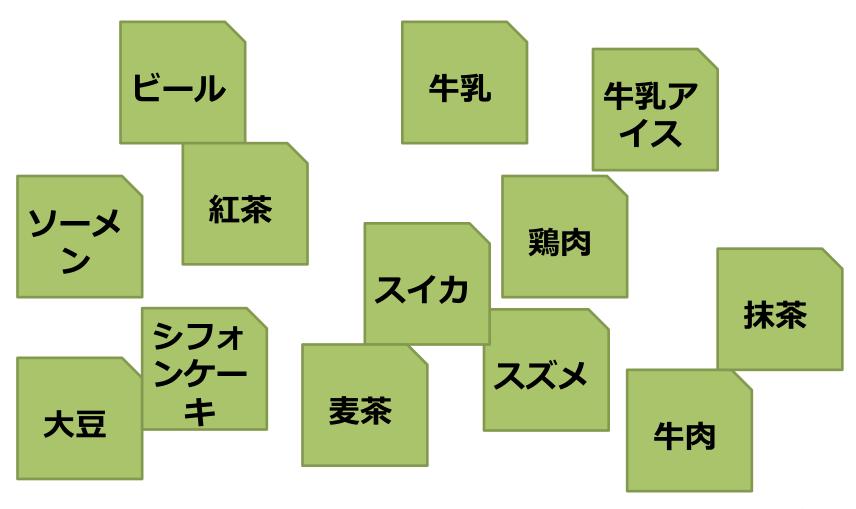
highly

dependent

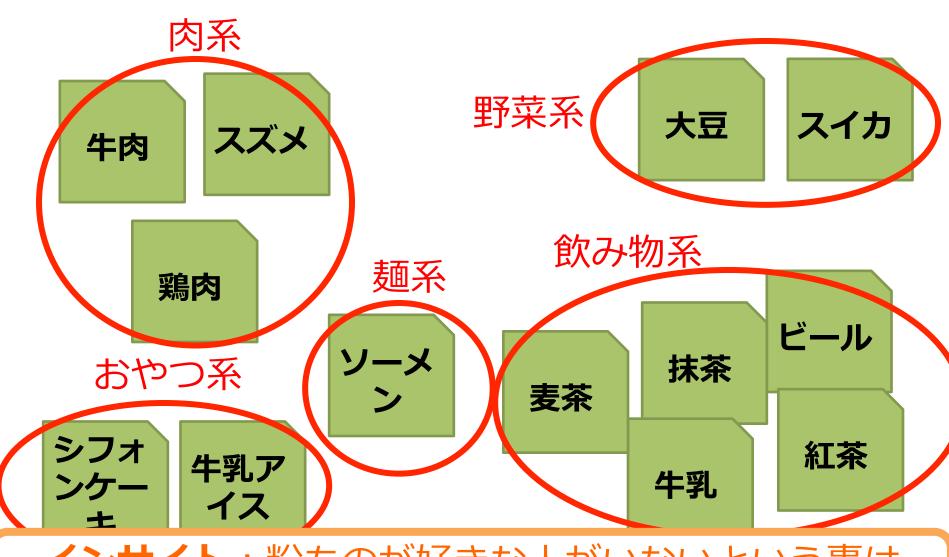
on one's

skills

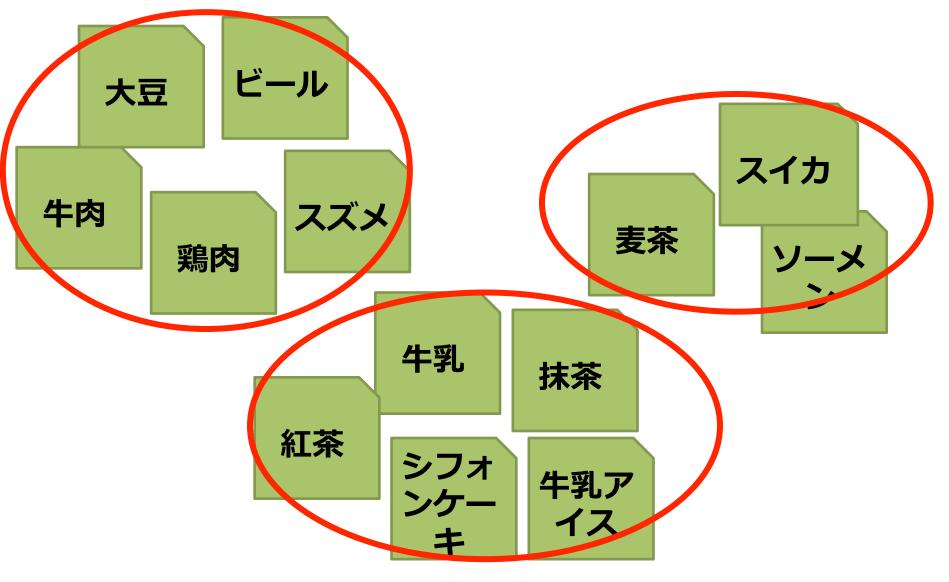


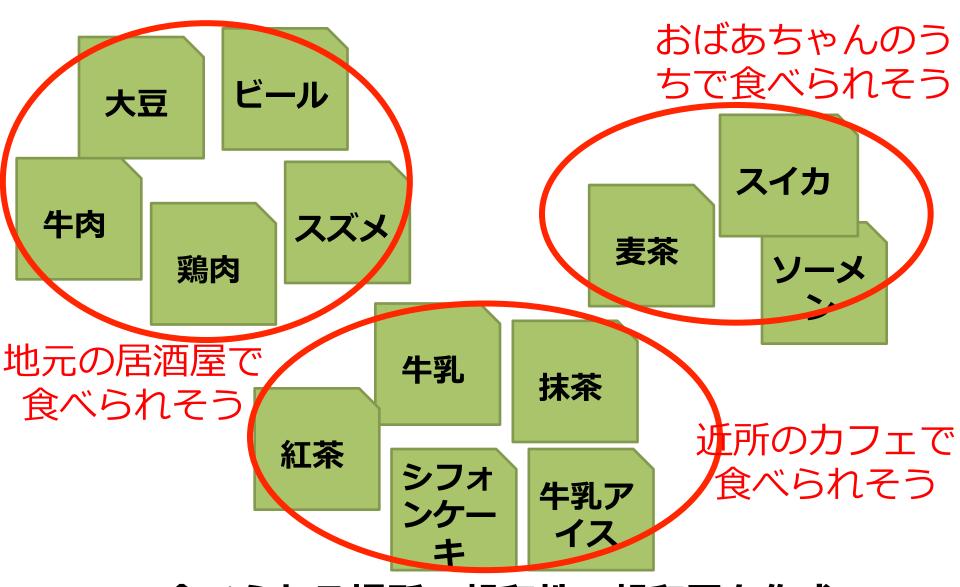




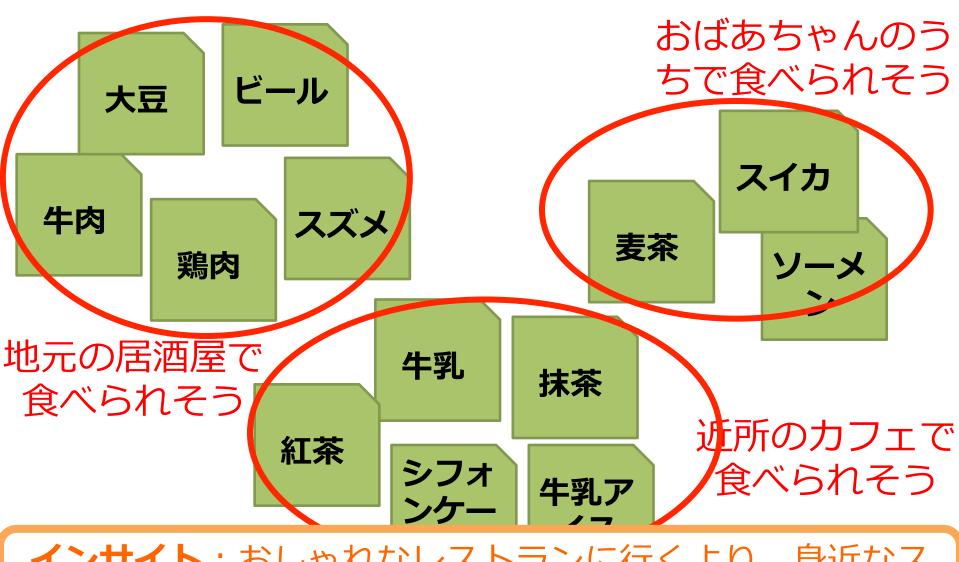


インサイト:粉ものが好きな人がいないという事は、 ひょっとして関西出身者がいないのでは?

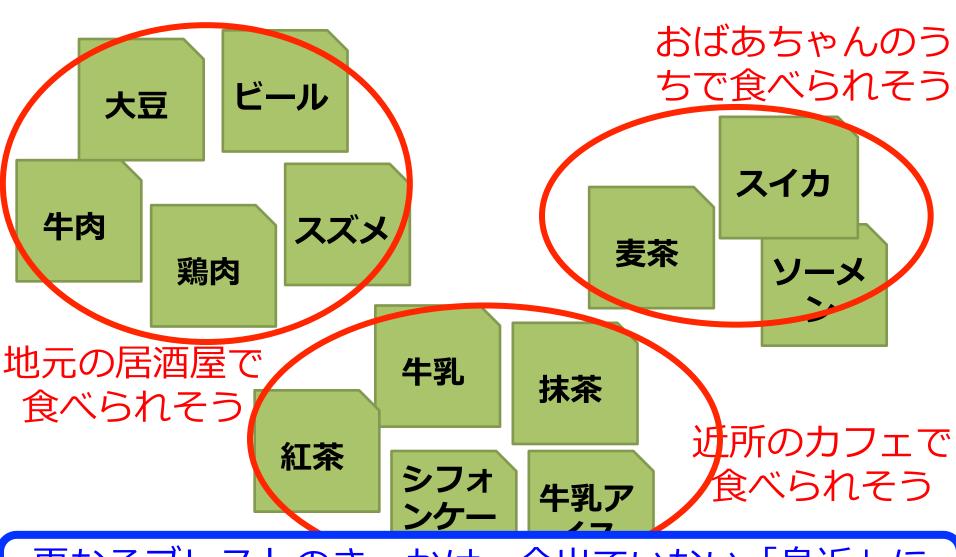




55



インサイト: おしゃれなレストランに行くより、身近なスポットで好きな物を食べるタイプの人がチームに多い様だ。



更なるブレストのきっかけ:今出ていない「身近」に 感じる食事をする場所は他にどこがあるだろう?



Affinity Diagram Exercise 1

- Discuss and create Affinity Diagram from the brainstorming result.
- Try creating Affinity Diagram multiple times with different perspective and affinity definition. (Take a picture once you create one.)
- ☐ When you are making groups and giving them names, try to find insights that may lead the design process to innovative outcome.
- □ Do you now see something you did not see when you are brainstorming?

Organize and structurize to interpret ideation result



Affinity Diagram Exercise 2

on one's

dance mov

diagrams

actually do

communication

- Discuss about your Affinity Diagram session. Both process and output.
- Jot down interesting finding and new questions found during the discussion. They may be important insights.
- ☐ What is interesting about the groups?
- ☐ Any surprise or unexpected?
- ☐ What was discusses when you changed the group name?
- Any uncommon but essential finding? The control of the color of the co
- Any indication for further idea exploration?

Discuss what is interesting and unfamiliar to find innovative insights

Example **Affinity Diagram** Insight:
there might be implicit basic framework for highly dependent currently it's on one's some what skills universally drawing universally understood understood pictures dance moves папи facial gestures gestures expressions should probably conform some bod New question: we should do kind of rule or savanna mimicking framework gestu hunters may mimid anima actually do more research notions inse this kind of leg/feet drawing on primitive sound motion things gestures diagrams communication sounds methods and

tools

Discuss what is interesting and unfamiliar to find innovative insights

Affinity Diagram Exercise 1

- ロブレインストーミングの結果から、親和図を作成して下さい。
- 口別の親和性などを考えながら複数回作成しても 良い。(一度作ったら写真撮影)

- ▶自分たちの課題の解決へ導いてくれるヒントや 刺激になりそう様なグループ名を考える。

ブレインストーミングの結果を構造化し解釈する

Affinity Diagram Exercise 2

やっぱり、 どうしても

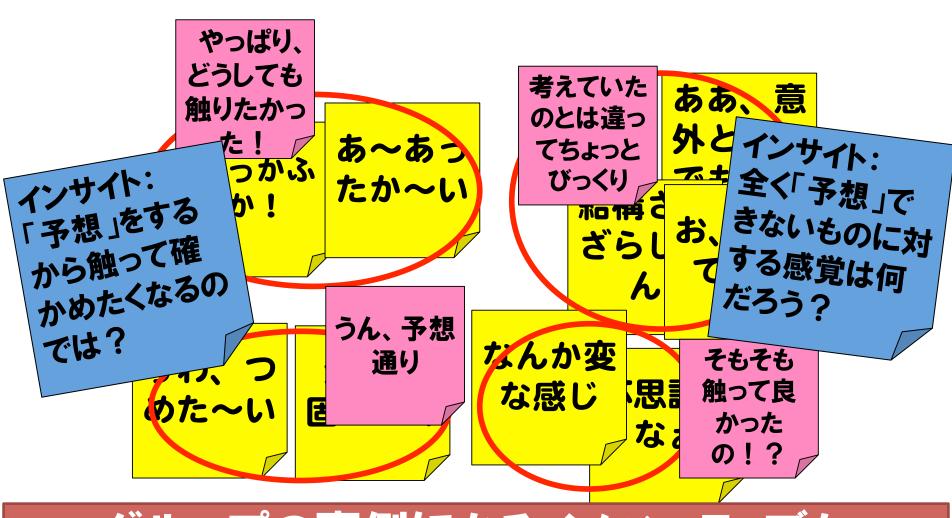
ロテーマや課題についても踏まえながら、作成した親和図についてディスカッションして下さい。 ロインサイトをポストイットに書き出して貼る。

- ▶ グループの持つおもしろさは何か?
- ▶ 意外性は無いか?
- > 常識や当たり前から外れているが 本質的な事は無いか?
- → もっとブレインストーミング出来そうなインサイトは無いか?

グループの持つイノベーティブな "おもしろさ"や"本質"を抽出する

Example

Affinity Diagram Exercise 2



グループの裏側にあるイノベーティブな "おもしろさ"や"本質"を抽出する

Ideation Methods

- Free Association Measure
 - Brainstorming, ...
- Forced Association Measure
 - Osborn's Checklist, Matrix Measure, ...

Forced Association

Forced Association Measure

- It means different variations of idea are generated using a set of conditions or rules.
- You want to choose the conditions or rules so you can explore the solution space further.
- It may be effective for those who are not yet familiar with Free Association Measure such as brainstorming.



http://ecx.images-amazon.com/images/I/31Qv2n1GExL._SY300_.jpg



































[Example] Bandai: Infinite Bubble Wrap



http://ecx.images-amazon.com/images/I/31Qv2n1GExL._SY300_.jpg

69

- Bubble wrap associated with toy idea.
- Forced random association generated an out of the box idea.
- Association randomness was introduced by word-chain game.

【例】バンダイ無限ぷちぷち



http://ecx.images-amazon.com/images/I/31Qv2n1GExL._SY300_.jpg

- ・ ぷちぷち(緩衝剤)とおもちゃの強制連想による発想。
- 全然関係の無い二者を掛け合わせることで他の人が 思いつかなかったアイディアを創出。
- しりとりによって意図的に連想にランダム性を持たせて強制連想をするという工夫が秀逸。

Forced Association Matrix

- A kind of Forced Association Measure
 - Force associate two items to generate ideas on a matrix format.
- It is to explore the solution space!
 - Remind yourself that you are not looking for the greatest idea to appear on the matrix but you are exploring more options and looking for insights.
 - Stay on "Brainstorming mode"
 - welcome wild/crazy ideas!
 - give every post-it note a short positive feedback!

Forced Association Matrix

Ideation question: "How might we ...?"

	Column item 1	Column item 2	•••
Row item 1			
Row item 2	idea	s genera	ted
Row item 3			
2015	Keio EDG	E	72

Ideation question: "How might we ...?"

	Column item 1		Colum item 2		
Row item 1	00	××			
Row item 2					
Row item 3					
2015		Keio EDG		7:	3



Ideation question:

"How might we communicate face-to-face without a common language?"

	Within family	Among friends	Neighbor hood
Body parts	OO ××		
Device			
Sound			
2015	Keio EDG		74



- Discuss and create Matrix. Decide the ideation question, items in rows, items in columns.
- Conduct forced association on the matrix.
- ☐ How do you introduce the randomness to the matrix?
- ☐ What can you do to find innovative perspective or insight?

You are forcing unusual discussions to generate unusual ideas!

Ideation question: "How might we ...?"

	Column item 1		Column item 2			
Row item 1	00	XX				
Row item 2						
Row item 3						
		<i></i>				

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- Discuss about your Forced Association Matrix session. Both process and output.
- Jot down interesting finding and new questions found during the discussion. They may be important insights.
- ☐ Some ideas may have interesting point-of-view or hints.
- ☐ Crazy looking idea may trigger innovative insights.
- ☐ Controversial idea may have a hints to break the bias.
- ☐ You re-interpret the post-it notes to look for insights.

Unusual ideas may give you new and valuable insights!

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Exercise

Forced Association Matrix 1

- ロ テーマと課題について議論しながら、強制連 想のマトリックスの作り方考えて下さい。
- ロ 作ったマトリックスを使って強制連想を実施。
- 連想のランダム性、意外性をどのように持たせる か?
- デーマと課題に対してイノベーティブな着想や切り 口を与えるにはどうすれば良いか?

これまで考えた事も無い事を意図的に考える工夫

~ **強制連想:マトリックス法** 行と列の項目を掛け合わせ、強制的にアイ ディアを創出する方法。

【お題: ○○を△△するには?】

	列①		列②		•••	
行1	00	××				
行2			•			
行3						
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- ロ 強制連想を実施したマトリックスの結果について、テーマや課題を意識しながらディスカッションして下さい。
- ロ インサイトをポストイットに書き出して貼る。
- アイディアのもつ着眼や切り口にイノベーティブさが潜んでいるのでは?
- 一見馬鹿げたアイディアに何か本質的なヒントはないか?
- 物議を醸す様なアイディアに、常識に囚われずに課題を解決するヒントが隠れていないか?

課題を解決する、思いもよらない着眼、着想、 切り口などをインサイトとして抽出

Design Thinking in Action: Prototyping and Testing

It's Human-Centered.

常に人間を意識しながら考える

It's Collaborative.

多様性を活かすことによる恩恵

It's Optimistic.

必ず答えはあると信じる

It's Experimental.

早く、たくさん失敗してその経験から急速に学ぶ

Prototype and Testing

- Prototyping is never a goal. It is created to look for the goal.
- Prototype without test is merely a visual aid of your presentation.
- A buzz concept/word "3D Printer" is just one kind of many prototyping methods and techniques.
- You need to be able to look for your appropriate prototyping method and testing method. Also develop one if there is no suitable one.
- **♦**Why you prototype and test?
- **♦** What you prototype and test?
- **♦** How you prototype and test?

Prototyping and Testing: Disclaimer

 The explanation used in this material is NOT intended to universally acknowledged. The explanation is mainly targeted to clarify the difference between the concept of prototyping that used in the context of conventional Japanese manufacturing and that of Design Thinking. Some of the terminology used in this material is from Systems Engineering domain.

プロトタイピングとテスト

- プロトタイプを作ることが目的ではない。
- プロトタイプはあくまでも「最終成果物」を生み出すためのきっかけ、踏み台、捨て石、途中経過などである。
- プロトタイプはテストしなければ、ただのvisual aid(賑やかし)でしかない。
- 次のイノベーション創出アクティビティを見出すために、プロトタイプを作り、テストし、新しいインサイトなどを見つけるのである。
- 間違っても、「プロトタイピング=3Dプリンターを 使う」ではない。

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プロトタイピングとテスト

この資料中のプロトタイプおよびプロトタイピングの説明は、従来もの作りのそれとの違いが分かり易くなるような説明の仕方をとっています。普遍的な説明ではない事に注意して下さい。

What is "Prototype"

mockup? engineering model?

The Prototype mode is the iterative generation of artifacts intended to answer questions that get you closer to your final solution.

(d.school An Introduction to Design Thinking PROCESS GUIDE)

Prototype is built to answer your questions!

Two types of questions prototype can answer: **Verification** and **Validation**

Verification

- You verify functionality of the design
- You verify performance of the design
- You verify against your intention
- "Do the thing right" confirmation

Validation

- You *validate* the design
- You validate the concept
- You validate against stakeholders and context
- "Do the right thing" confirmation

Prototype is created to get closer to your final solution.

 Final Solution is developed on findings and insights acquired from prototyping and testing.







Paper Airplane





Paper Airplane



UNI-CUB is a prototype

UNI-CUB is a prototype of near-future personal mobility product. It is currently validating its concept "mobility that blend in human and human environment".



UNI-CUB

Paper Airplane is the final solution

This paper airplane was designed and built to play with it. It served the purpose therefore it is the final solution.





HONDA: UNI-CUB



"I Won't let you down" OK Go (2014) ketd:pssg/www.youtube.com/watch?v=u1ZB_r@FyeU

Prototype is not about the look



Prototype is built to answer question(s). Question is important.

Good question for prototyping

 A good question that you want to find answer by creating prototype helps you to clarify the following questions:

Why you prototype and test? What you prototype and test? How you prototype and test?

Example of a good question for prototyping:

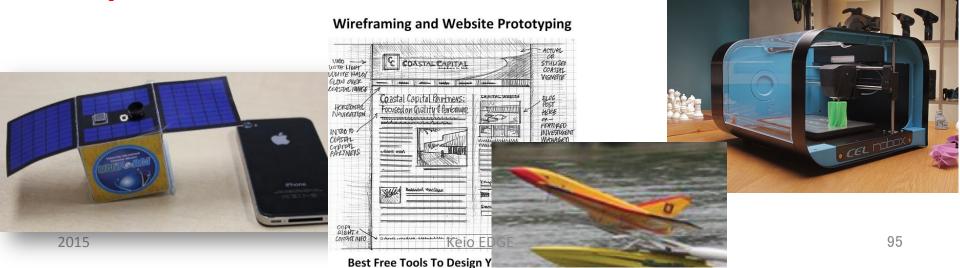
"do my users appreciate fake nail type watch?"

"and type watch?"

"and type watch?"

Various types of prototyping

- There are so many different types of prototyping methods and techniques.
- Every type have strong and weak points.
- Choose prototyping type based on your question.



Prototyping and **project phases**

Time

Concept

Strategy

Execution

Clarifying "what to make"

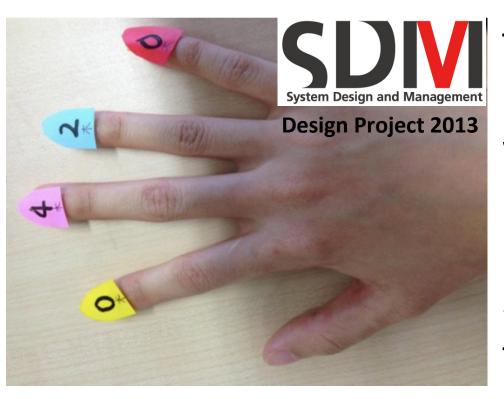
Organizing "how to make"

Prototyping and project phases Time Concept Strategy Execution Clarifying "what to make" Organizing "how to make"

It is far more important to confirm "do the **right thing**" in early phases of the project.

Early validation mindset is a key for a success.

Wearable time telling device



Tried on several papermade fake nail type watch for half a day and realized it does not bother much to do things and also no need for the thumb type.

Early validation of the concept

Easy to use surgical instrument



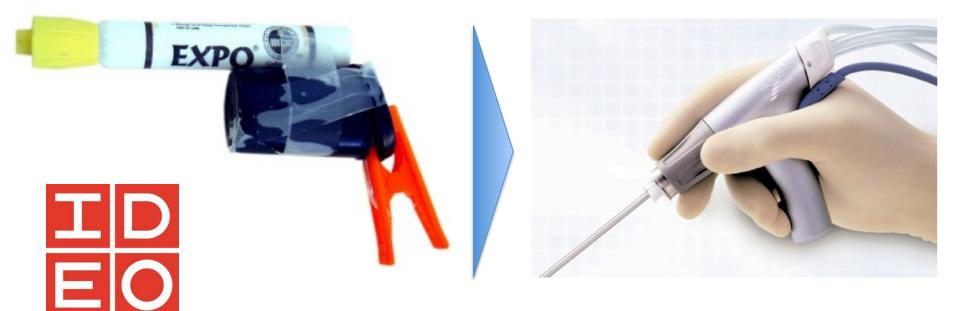
This prototype was built in the first meeting of IDEO and medical doctors. It was built with stuff around the meeting table.

Reference:

"The art of innovation" Tom Kelly, 2002

Helped to communicate the concept in very early phase 2015 99

Easy to use surgical instrument



Reference:

"The art of innovation" Tom Kelly, 2002



New smartphone App for kids



IDEO wrote not a single line of program to prototype their smartphone App user interface. Very cost and time effective prototype.

Reference: IDEO

Creatively confirmed how App would look and feel like in very early phase 103

So, when do I prototype and test?

[Before prototype and testing]

- We won't know unless we do it.
- Let's just do it and see what comes out.
- If we find an answer to this that will take us further.

[After prototype and testing]

- We knew it!!
- What!? Why did that happen?
- We would never found out if we didn't try it out.
- Okay, now we know what to do!

Keep in mind that "doing" with prototype teaches you more than you imagine!



Prototyping question and prototype planning

- You and your team are prototyping and testing your idea or insight tomorrow.
- Plan the following regarding tomorrow's prototyping and testing plan.
 - ✓ Where to meet?
 - ✓ What to bring?
 - ✓ What we build?
 - ✓ How to test?
 - ✓ What is expected? ... more

What is a good question to ask? How can we conduct early validation?

プロトタイピングを考える

- ロ明日、あなたのインサイト(とアイディア)のプロトタイピングとテストを行うことになりました。
- ロ チームメンバーにプロトタイピングとそれを使ったテスト を行うことをメールで伝えてください。
 - ✓どこに集合する?
 - ✓何を持ってくる?
 - √何を作る?
 - ✓どんなテストをする?
 - ✓何が分かりそうか?

やってみて確認したい本質は何か? どうやれば確認できそうか?



Stanford University d.school