

4-STEP Creative Problem Solving for Business[®]

A framework for Customer-centric Innovation

Manual Thinking[®]

manual visualisation tool

herramienta de visualización manual

manuelles Visualisierungstool

マニュアル ビジュアル ツール

Design
Thinking
Kit

USER GUIDE

■ ©ENRICSEGARRA.com

4-STEP Creative Problem Solving for Business[®]

A framework for Customer-centric Innovation

USER GUIDE

Congratulations on your acquisition of the Manual Thinking Design Thinking Kit. This guide will show you through the 4 steps of Creative Problem Solving for Business. The material provided allows groups up to 5 persons to put to practice each step of the Design Thinking process in a visual manner.

CONTENT:

STEP 1. Problem framing 3

STEP 2. Gaining empathy 4

STEP 3. Conceptualization 5

STEP 4. Show it and get feedback 6

ABOUT 7

**Design
Thinking
Kit**

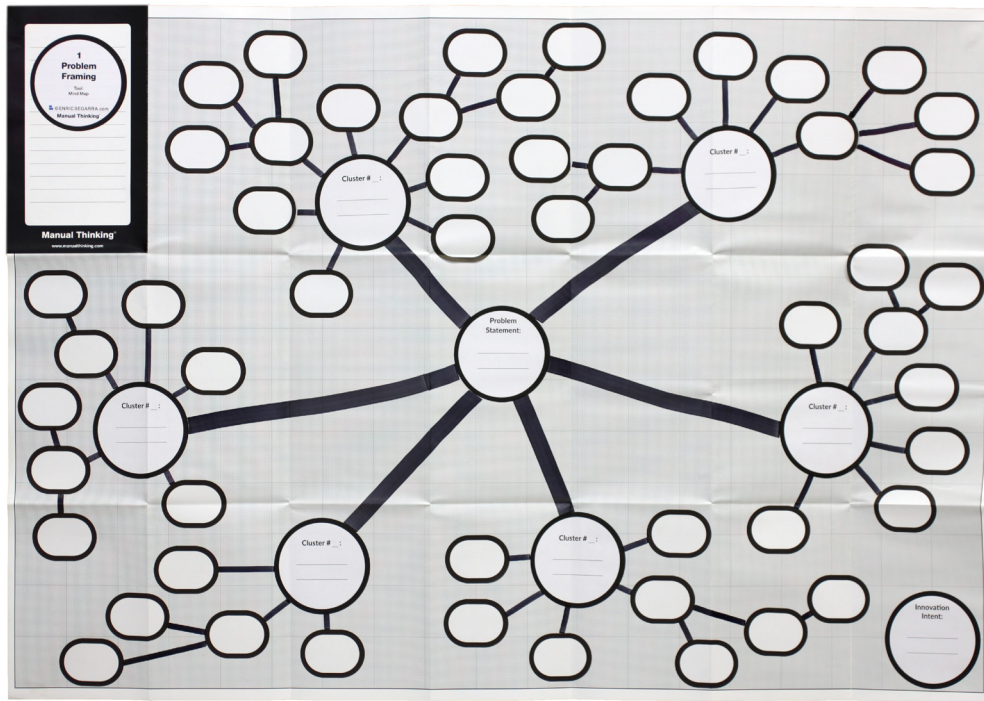


STEP 1. PROBLEM FRAMING

Explore, Outline and Define your Problem through a Mapping Exercise.

Take the ISSUE at hand and deconstruct it so the underlying elements/contributing factors/root causes/anything related to the issue become obvious. Group them in families (affinity clustering) so you can begin to focus and formulate creative challenges for each cluster (innovation intent) summarizing in a few sentences the key aspects/benefits the future ideas (to be generated in STEP 3) will have to bring.

Every cross-team formed (by a group of 5 people with multiple perspectives) gets the Problem Framing package, which contains a folding map, 2 sheets with round labels and a set of 5 sheets with oval labels.



Example Problem Framing Map

1. Identify the problem/challenge to focus on. Write it down on a round label "Problem Statement: _____" and stick it in the center of the map.
2. Give each participant a felt-tip pen and one sheet with oval labels.
3. Ask each person to create individually a list of elements/causes/factors/items related to the main topic. (Think broadly. Write one item per label).
4. Everyone stands up in front of the map. Have one person describe, then place the label on the map. Once that person has finished, invite others to place similar labels in proximity. Repeat until all items are included.
5. Discuss and rearrange items as groupings emerge. Look for opportunities to create subgroupings.
6. Label related groupings/clusters that finally take shape (affinity clustering) using the round labels "Cluster # : _____"
7. Arrange the listed elements/causes/factors/items within each cluster in an orderly way.
8. Draw lines to connect related elements/causes/factors/items.
9. If you don't have time to tackle all the clusters, discuss and decide which one to attack first.
10. Summarize the benefits the future ideas have to bring to solve the underlying problem behind the chosen cluster. Use the round label "Innovation Intent: _____" to write the initial statement that captures the key aspects of the desired innovation.

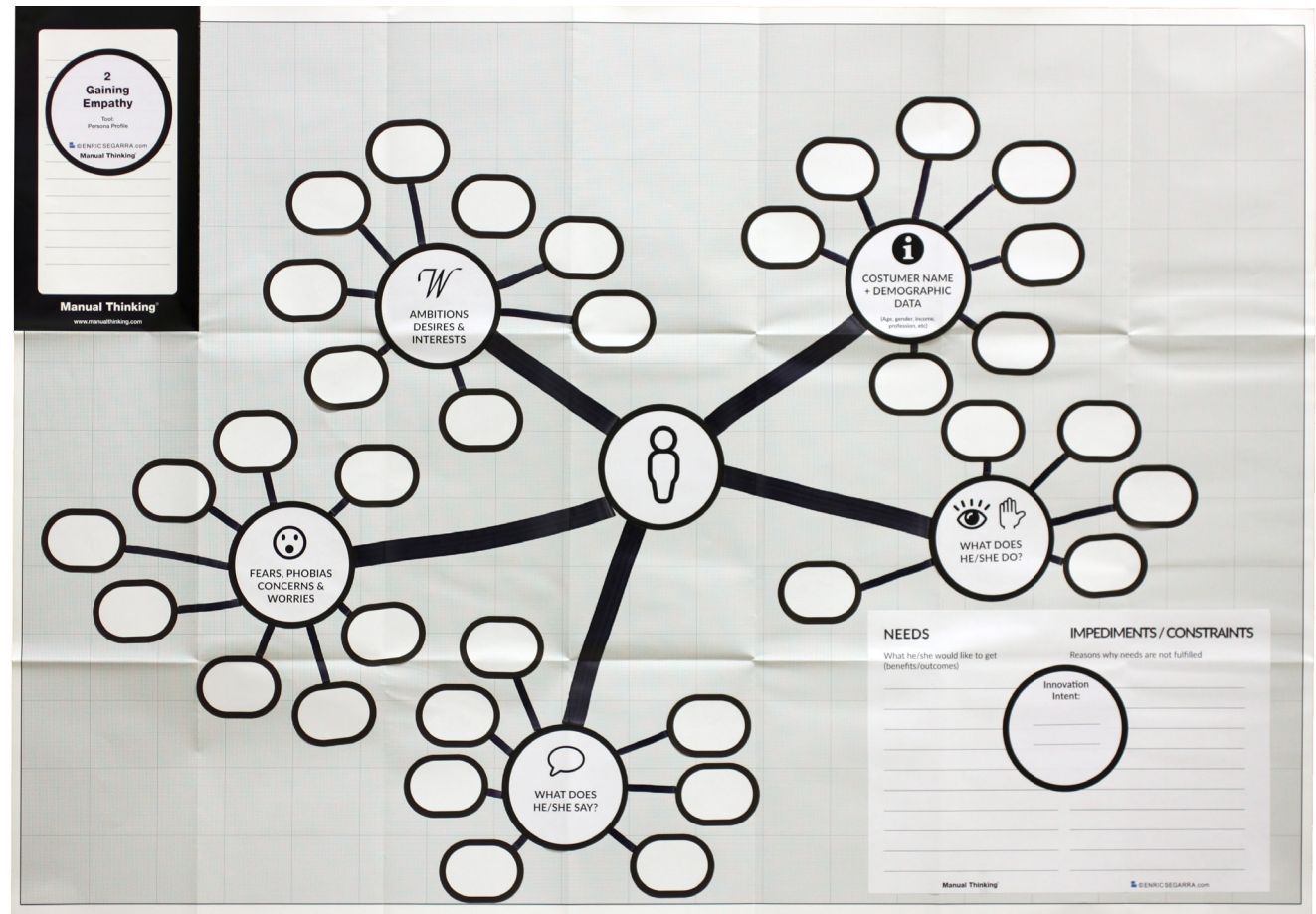
STEP 2. GAINING EMPATHY

Persona profiling exercise.

Immerse yourself in your customers' lives to understand the kind of problems they have, their needs/ambitions/ desires/interest/concerns/worries/phobias, etc. they express (and those they do not express but you may infer throughout the interaction with the customer or prospect), which being addressed can bring great satisfaction. Build/create PERSONAS (fictional characters of the people you want to serve) to represent the different user types from data collected through interviews with users and direct observation (use oval labels to stick the information gathered).

Summarize all your findings in the given sticky A4-paper listing all NEEDS (benefits/outcomes customers would like to get) and next the IMPEDIMENTS/CONSTRAINTS (all the reasons that explain why those needs are not fulfilled). Solving these areas of stress are the true opportunities we are looking for!

Fine tune from the user perspective the initial innovation intent written in STEP 1 (or reformulate it whenever you think is necessary), highlighting the main need/benefit (what he/she would love to have) and the main reason(s) why that is not being satisfied.



Example Persona Profile Map

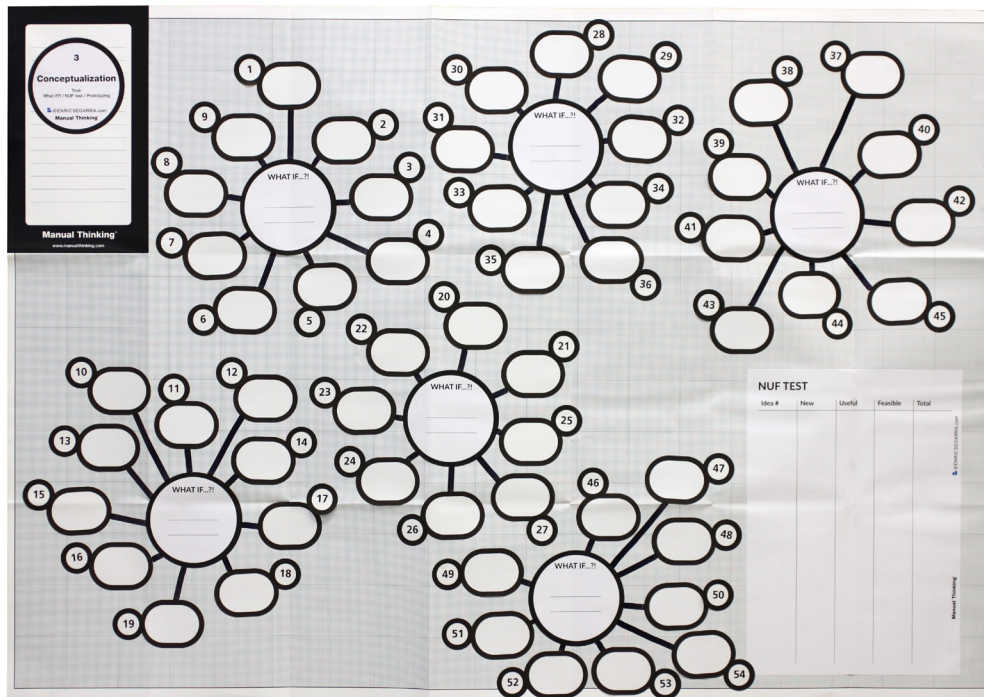
STEP 3. CONCEPTUALIZATION

Ideation and Rapid Prototyping exercise.

Generate ideas (through the What if...?! technique), Evaluate (using the NUF Test to select the most promising ones) and Rapid Prototype them to allow their validation.

3.1.IDEATE

The nice thing about the what-if..ing is that it allows you to suspend a few assumptions, and get into an Imaginative frame of mind. Make a deliberately stupid (or contrary to your experience) statement relating to the problem you are thinking about. Then suspend judgment, and use the statement as the starting point for generating ideas.



Example Ideation Map

There are two STEPS involved:

1. Ask what if... and then finish the question with some contrary-to-fact condition, idea or situation.
2. Answer the what if..., Think of ways/ideas (use the oval label to note down your ideas) to make that crazy statement come true.

3.2.SELECT

The NUF test is an adaptation of a testing process used for patents. Rate on three criteria (from 1 to 10) each concept/idea generated in the ideation phase.

To what degree is it ...

New: Has the idea been tried before? An idea will score higher here if it is significantly different from approaches that have come before it.

Useful: Does the idea actually solve the problem from a customer perspective?

Feasible: Can it be done? Ideas that require fewer resources and effort to be realized will score better.

Scoring should be made individually and secretly to avoid the cognitive bias of anchoring or groupthink.

Add the ratings for the three variables (NUF) to get the final score per idea. Those ideas with higher final score are the candidates to be chosen for prototyping.

3.3.PROTOTYPE

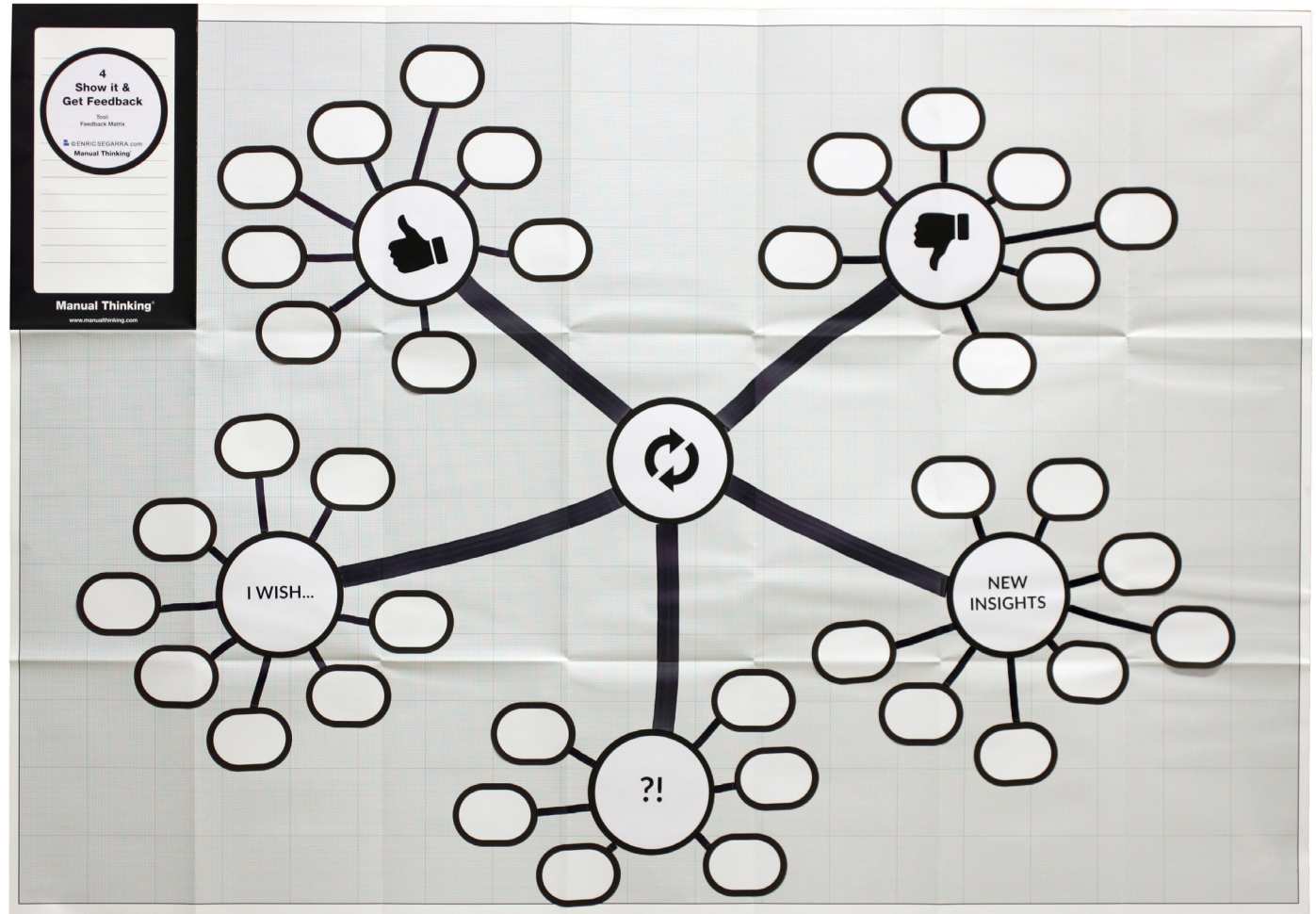
Build to Learn. Once you have decided which solution appears to be more promising, you must begin to give it a form (through a sketch, a storyboard, a role playing or a physical object).

STEP 4. SHOW IT AND GET FEEDBACK

Pitch to communicate and gather feedback.

Evaluation of concepts is critical to find out which are promising and worth pursuing. Show your prototypes. Construct rationales and stories to sell your concepts highlighting the challenges being addressed and the benefits the solutions bring.

Capture feedback through the feedback map. Write one feedback per sticky oval label. Organize all of them around: Things liked/disliked, questions raised by the customers, new aspects they would like to see in the solution (I wish...) and new insights you may get from the feedback session.



Example Feedback Map

About

Enric Segarra Costa

Professor of Business Strategy, Operations, Creativity and Innovation

Professor Segarra with a broad professional business experience is now a lecturer in Business Strategy, Operations, Creativity and Innovation whom currently teaches Executive MBA and Executive Programs at Deusto Business School, University of Deusto (Spain) and Corporate Programs at INCAE Business School (Costa Rica). Professor Segarra has also taught at ESADE Business School in Barcelona for many years and in several other Business Schools among them, Università degli Studi di Napoli "Parthenope" and Washington University-OLIN School of Business in St.Louis (US). He has also been Visiting Professor in residence at the Art Center College of Design (ACCD) in Pasadena, California where he lived in first person the Design Thinking methodology.

His lectures and workshops are aimed at offering new pathways to companies on how to disseminate the innovation meme within their ranks and help executives to become more proficient in the use of their creative skills to boost any possible type of innovation in their organizations and tap into new market opportunities.

The DT kit you have in your hands is his last brand new "child", which blends the bounties of the Manual Thinking tool with the very best of the Design Thinking's precepts. A kit that synthesizes in 4 straightforward steps a proven way to undertake any customer-centric innovation challenge you may face.

www.enricsegarra.com
enric@enricsegarra.com
[linkedin.com/in/enricsegarra](https://www.linkedin.com/in/enricsegarra)



Manual Thinking®

LUKI HUBER studio

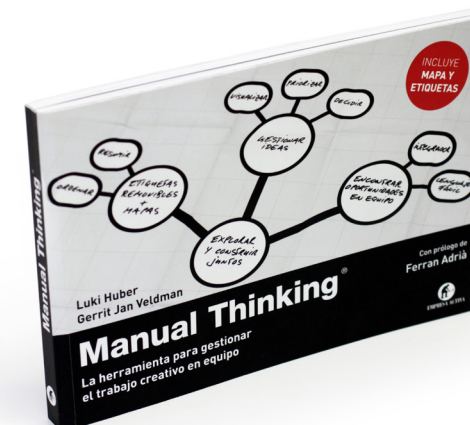
Manual Thinking® is created in the product design studio of Luki Huber in Barcelona, ideated as a tool to simplify creative teamwork. In the studio, a special emphasis is placed on the implication of their clients in the design process. Teams of their clients are invited to participate actively in the idea generation and management of the running projects. To optimize the efficiency and quality of these processes, the studio has created a range of tools, consisting of foldable maps and removable labels, which help to visualize, organize and share ideas, project plans, tasks and decisions. After an initial incubation phase, the tool has been brought to the market, where it is finding its way to clients worldwide who apply them in for business, educational or private use.

Apart from its application in product design, the studio has put the tool and its associated methodology to practice in workshops for companies and universities around the world. The background, philosophy and possible applications of Manual Thinking® have been described in the Manual Thinking® book, currently available in Spanish.

www.manualthinking.com
www.manualthinkingbox.com
info@manualthinking.com

www.lukihuber.com

Social Media:
[@manualthinking](https://twitter.com/manualthinking)
[@manualthinkingstudio](https://twitter.com/manualthinkingstudio)





Manual Thinking[®]

manual visualisation tool

herramienta de visualización manual

manuelles Visualisierungstool

マニュアル ビジュアル ツール

Design
Thinking
Kit



www.manualthinking.com

©ENRIC SEGARRA.com