

1 SEE

Define what you are trying to achieve.

What is your purpose?

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1 SEE

Define the direction statement through the eyes of other players: stakeholders, clients, users, competitors and the public.

How does the issue relate to your strategy, mission and vision, and what will it mean to the players?

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Who wants to solve the issue?

Who would help if asked?

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1 SEE

What is the focus of your issue?

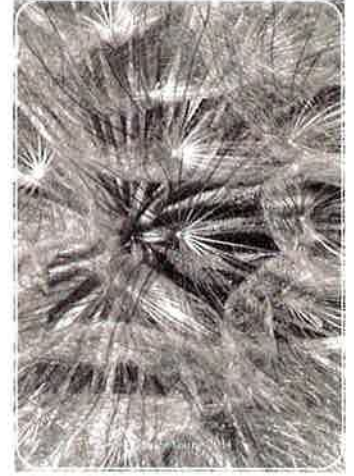
Is the focus the right one?

Look for both less important and different focus areas?

What, if anything, is missing?

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1 THINK

Define and explore who is the audience, what is needed or wanted, what should people do, feel and know about the issue?

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1 THINK

What can you find and apply from history?

What has failed before that may be suitable now?

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1 THINK

What are the trends (social, political, technological) that are influencing the issue?

Will understanding these trends give a better understanding of the issue?

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1 THINK

How will a solution benefit our stakeholders, clients, users, customers, consumers and the public?

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1 DO

What can be eliminated?

So far you have been building insights. Are there lines of thought or individual insights that can be deleted?

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When is enough, enough?

Do you have sufficient information to move on?

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1 DO

In what ways is this issue similar to or different from other issues you have experienced?

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When you look at the past, can you see why and how the issue has developed?

What insights can you get from examining the past?

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Change your viewpoint.

How can you view the issue in a different light?

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2 SEE

Your past influences the ideas you generate.

Put your past aside, start afresh and generate new ideas.

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How do resources affect the solution?

What resources are at hand that can be used?

What would you do if you had unlimited resources?

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Lateral ideas can be generated from random input.

Use pictures from these cards, a magazine, turn on the TV for 10 minutes, involve people from outside your team, and then write down multiple connections (loose or otherwise) to the issue.

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2 THINK

Look at the ideas through someone else's eyes.

How would they do it?

How would they change your idea?

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2 THINK

Look for the wildest or most different ideas.

Group them according to their underlying principles.

How can this principle be used to develop a theme that will produce a breakthrough?

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2 THINK

Look for modifications that will take your solution to an issue to a higher level—into a "bigger" or "different" league.

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2 THINK

Look outside your organisation, agency, department or team.

What products or services are similar to your idea?

How is your idea better or different?

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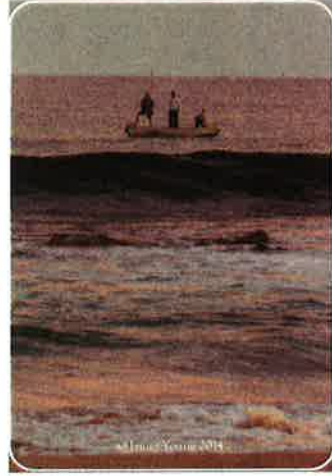
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2 THINK

Look for something that will encourage new ideas to flow.

For example, pick a word, a thing, an object at random and incorporate it into a sentence about the issue.

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2 THINK

Random input works very well in group sessions.

Use these picture cards at random, then generate as many associated ideas as possible.

Continue until all possibilities are exhausted and see what the collection of new ideas reveals.

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In brainstorming everyone looks for the positive.

Do the reverse and suggest ideas to make the issue worse; explore these negative ideas and see how they can lead you to a new positive solution.

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2 THINK

Use the "Yes, and..." technique.

Start with an idea that everyone adds to by saying "Yes, and..." followed by an extension of the current or new idea.

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What are the "nearly-best" ideas; the ones just out of focus?

Do these assist in leading you to a better solution?

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How can the ideas be clarified?

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Which ideas can/have to be done first and which must follow?

Which ideas are low-hanging fruit?

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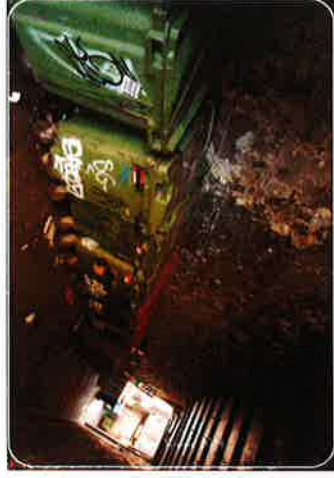
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Prioritise ideas into those that can be delivered soon and those that can be delivered later.

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How important is your project relative to others and the overall strategy?

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Is it possible any downside is a small price to pay for the potential gain?

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Who is best to champion or support the idea?

Who should nurture the idea?

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Detail all the potential costs or investments for each idea.

Look for both monetary and non-monetary costs.

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How you present an idea is as important as the idea itself.

Different people require different presentations.

How can you make your idea compelling while keeping it both simple and clear?

Who can you practise and refine your presentation with?

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Who else would you like to have on your team of collaborators and supporters?

Can you think of someone outside your circle of current contacts?

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Gather feedback.

What feedback are you receiving?

Analyse what the feedback is telling you.

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Prepare for negative reactions.

How can you deflect negative comments?

Whose support do you need and how are you going to get it?

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What exactly is holding you back?

Highlight the roadblocks and the action you would take to overcome them.

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Look at the proposal through new eyes.

How would someone else proceed?

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What tasks can you delegate?

What can be simplified?

What can be eliminated?

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What are the consequences of NOT implementing a solution?

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Trials and pilots will validate and improve, or reject, ideas before further resources are committed.

What are the standards or external and internal constraints, policies, regulations, etc., with which you need to comply?

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Does the idea fit into the intended culture or area or market?

Will the idea be unpopular internally?

How could you overcome this unpopularity for otherwise good ideas?

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What are the obstacles?

Are the obstacles similar for all ideas?

Look for multiple ways to overcome the obstacles.

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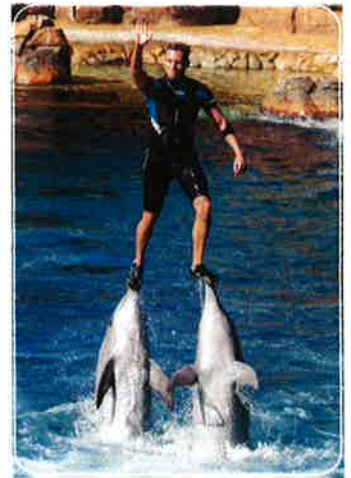
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Identify the next steps and your plan of action.

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What must be done?

By who?

By when?

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How can you recognise and reward those who assisted during the project?

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How do you get key decision-makers to support your business case?

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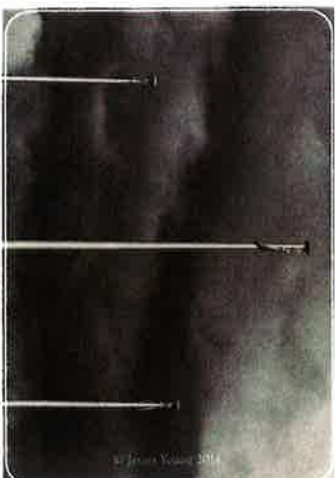
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What deadlines must be met?

How can you increase urgency or move faster?

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