Deliberate Innovation Training

Session Outputs

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Training Summary

The Team Training Overview

- **Why: To teach and train the Takeda communications team in innovation tools, techniques, and behaviors to learn and apply in their everyday**
- **What: A 2.5-day training teaching 11 various tools and 7 behaviors through the lens of a training case study around integrating A.I. in the team's daily work**
- **When: Hosted from September 13-15 in Tokyo, Japan**
- **Who: A gathering of 20 Takeda GCBC Leaders**
- **How: Deliberate Innovation, an external innovation and strategy advisory firm, provided a *deliberate* process for innovation and design thinking. The training consisted of stories and examples to teach the techniques, a tailored training case study to train in the tools, and an expert panel of design thinking practitioners to reinforce the learnings.**

2.5 Day Training Agenda

Event Kick-Off

Kick-Off
4:30pm – 7:30pm

PART 1	**Welcome and Cocktails**
	Training Kick-Off from Sponsor
	Introductory Exercise
	Innovation Mindset and Behaviors
PART 2	Introduction to the Case Study
	Pre-Work + Fact Finding Introduction
	Interactive Game
	DINNER BREAK

Full Day #1

Understand, Insight and Ideate
8:30am to 5:15pm

PART 1	**Understand Phase & Key Behaviors**
	Fact Finding / Question-Storming
PART 2	**Understand Phase (continued)**
	Challenge Mapping
	LUNCH
PART 3	**Empathize and Insight Phase**
	Insights 101 and Persona Planning
PART 4	**Ideas Phase**
	Ideation Fundamentals + Idea Burst
	Visual Brainstorming & Modeling
	END OF DAY 1
	ADJOURN!

Full Day #2

Learn and Plan
8:30am to 4:30pm

PART 1	**Ideas Phase (continued)**
	Lateral Thinking
PART 2	Concept Evaluation
	Lean Concept Canvas
	LUNCH
PART 3	**Learn Phase**
	Killer Assumptions
	Experiment Design
PART 4	**Plan Phase**
	Expert Panel: Applying the Tools to your Everyday Role
	Action Planning
	CEREMONY & DEPARTURES

The Deliberate Innovation Framework

This training covered the tools highlighted in orange.

UNDERSTAND	EMPATHIZE	IDEATE	LEARN	PLAN	TELL
Problem statement that is inspiring & strategically aligned	Sparks of insight that inspire focused problems solving	Ideas that go beyond the ordinary and familiar	Rapid tests & iterations that strengthen the ideas	Action plan that builds accountability and solidifies changes	Stories and capabilities that are built-to-last
Fact Finding	**Persona Planner**	**Idea Burst**	Concept Analyzer	**Action Planning**	Narrative Structure
Stakeholder Mapping	**Insights Foundations**	**Lateral Thinking**	**Concept Portfolio**	Pivot Planning	Concept Pitching The 3Vs
Question Storming	User Centered Research	Forced Connections	Concept Modeling	Value Mapping	Innovation Lab / Accelerator
Ladder of Abstraction	Theming: Empathy Mapping	Deliberate Metaphors	Prototyping		
Challenge Mapping	Theming: Journey Mapping	**Visual Brainstorming**	**Killer Assumptions**		
Telescoping	Opportunity Developer	**Lean Concept Canvas**	**Experiment Planning**		

Training Case Study

How Might We

(Action)

integrate Artificial Intelligence into our communications and daily work

(Unmet need or wish)

to improve efficiency and effectiveness across the team?

(Aspiration or End Benefit)

Session 1

Full Day #1

Understand, Insight and Ideate
8:30am to 5:00pm

PART 1	**Understand Phase & Key Behaviors**
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PART 2	**Understand Phase (continued)**
	Challenge Mapping
	LUNCH
PART 3	**Empathize and Insight Phase**
	Insights 101 and Persona Planning
PART 4	**Ideas Phase**
	Ideation Fundamentals + Idea Burst
	Visual Brainstorming & Modeling
	END OF DAY 1
	TEAM DINNER / COCKTAILS

Units Covered

Understanding

is about digging deeper into your challenge by exploring the facts and hidden assumptions so that you can clarify the "fuzzy situation" and focus on the right question.

Empathize & Insight

Is about building a deep understanding by "walking a mile in their shoes." By understanding their deeper beliefs, needs and wants we can both delight our customers AND unearth opportunity areas for the business.

Ideating

is about using systematic methods AND great facilitation techniques to produce novel and creative solutions to our challenge

Innovation Behavior Covered

Questioning

What it is
The practice of constantly asking the right questions, instead of providing the right answers. It is the foundation of a learner's mindset. The intention of this behavior is to remind us to challenge common wisdom and deepen our understanding.

When to Use It
Anytime you are at the beginning of a project, an engagement with a client, or new scope of an existing project and the situation is not well understood by you.

Practice questioning even if the client or project lead tells you the engagement is well defined when you first start. At best you will uncover new information for all parties and at worst you will come-up-to-speed quickly because everyone already has the answers.

Session 2

Full Day #2

Learn and Plan
8:30am to 4:30pm

PART 1	**Ideas Phase (continued)**
	Lateral Thinking
PART 2	Concept Evaluation
	Lean Concept Canvas
	LUNCH
PART 3	**Learn Phase**
	Killer Assumptions
	Experiment Design
PART 4	**Plan Phase**
	Expert Panel: Applying the Tools to your Everyday Role
	Action Planning
	CEREMONY & DEPARTURES

Units Covered

Ideating

is about using systematic methods AND great facilitation techniques to produce novel and creative solutions to our challenge

Learning

is about experimenting, testing, and adapting your concept to ultimately create the best executable version

Planning

is about ensuring that you turn your ideas into measurable actions to maintain momentum throughout and after the project

Innovation Behavior Covered

Thoughtful Risk-Taking

What it is
The experimenter's mindset accepts that there is no such thing as perfect. We learn through serial tests and trials and failure is a normal part of the learning process. Because innovation requires risk, experimenting enables us to systematically manage risk and accelerate learning and development.

When to Use It
When developing and/or testing out a new idea that is rife with uncertainty and risk. The risk taker's mindset allows you to carefully calibrate investment, risk and rewards.

Courage

What it is
Courage is a decision rather than a reaction. This behavior is a reminder that no innovation can thrive unless we have the courage to say and do what is against the conventional wisdom and take a stand for what we believe is important.

When to Use
Courage is required at every step of the innovation process. From defining the problem to ideating new possibilities to designing and conducting experiments where the outcome is uncertain. Courage is required at every step of the process.

Other Behaviors Covered

Innovation Behaviors Covered

Play

What it is
A practice of injecting humor, fun, and game design into everyday situations so we can accelerate learning and collaborations to be in a more open mindset

When to Use It
We have been taught that work and play are different, and play is unproductive or lacks gravitas. But play is about letting go and being in-the-moment. Use it in your teams to shift the mindset, introduce a difficult topic, or "break-the-ice" with new people.

Nurturing

What it is
A cornerstone innovation behavior which guides us to protect and encourage each other's ideas to help them grow until they are ready to be judged.

When to Use It
Nurturing is a behavior and a habit that we need to practice all the time. You should practice this behavior when a colleague presents a new and/or unfamiliar thought. Nurturing can be used anywhere that new ideas are shared, formally or informally. This includes in team meetings, working sessions, client calls and workshops.

Signalling

What it is
Verbal and non-verbal cues that can be used to indicate whether your audience should be in a divergent or convergent mindset.

When to Use It
Anytime you need your audience to switch their thinking styles. Specifically, when you require your audience to generate possibilities, you can signal that it is time to be in a divergent, or more expansive, mindset. Likewise, when it is time to make choices and narrow your selection, the act of signaling cues your audience to move away from generating options and shift to making deliberate choices.

Rule-Bending

What it is
The mindset and practice of knowing the rules yet finding creative ways of pushing the boundaries, bending the rules and reinventing the way a game is played. Breaking the rules just for the sake of it makes no sense. Continually challenging everything is not courage but a lack of focus. The pressure to conform is self-imposed. That is why we must intentionally remind ourselves to get out of our "Rivers of Thinking" and to challenge ourselves to think about how we can bend or break a rule.

When to Use It
There are right times and wrong times to bend the rules. Understanding when to break the rules requires wisdom and judgment. Corporate rules tend to limit people rather than enable them to do more and better. The litmus test we recommend is to ask if the rule is holding back progress and possibility. But just as importantly, before breaking a rule, evaluate if the outcome is worth it. Will the outcome justify the consequences of bending or breaking that rule.

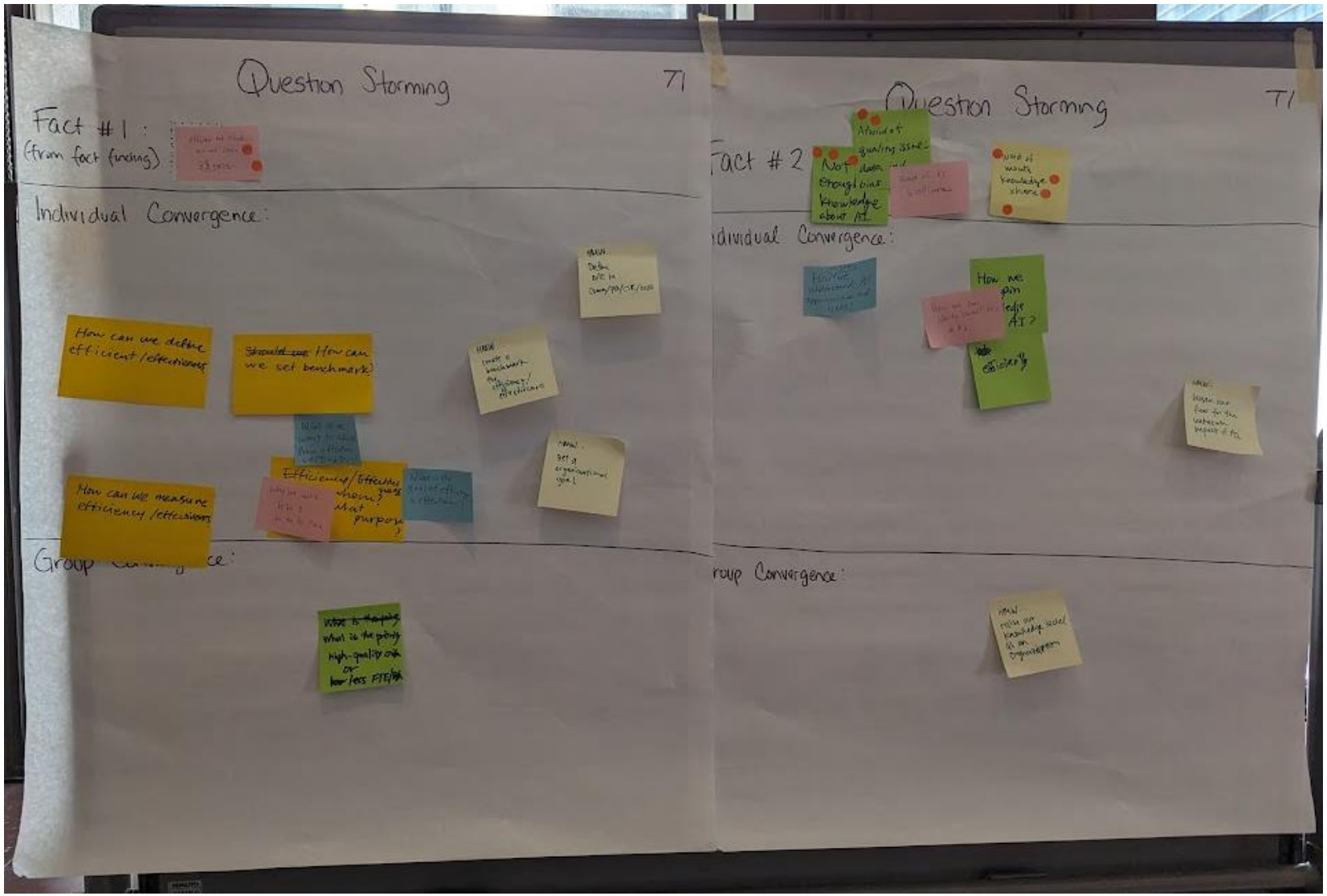
Team Assignments

Team 1	Team 2	Team 3	Team 4
Take Horikoshi	Jun Saito	Brendan Jennings	Ben Steinson
Mari Ishibashi	Takashi Inoue	Yuki Kanazawa	Yuuki Sakamoto
Akiko Ogasawara	Lixuan Wang	Ben Wilson	Rei Dunn
Kasumi Blessing	Rina Sakai	Alice Harada	Kumiko Hasegawa
Shinya Iimura	Takanori Sato	Adrian Ngo	Yasuhiko Asatsu

Team 1

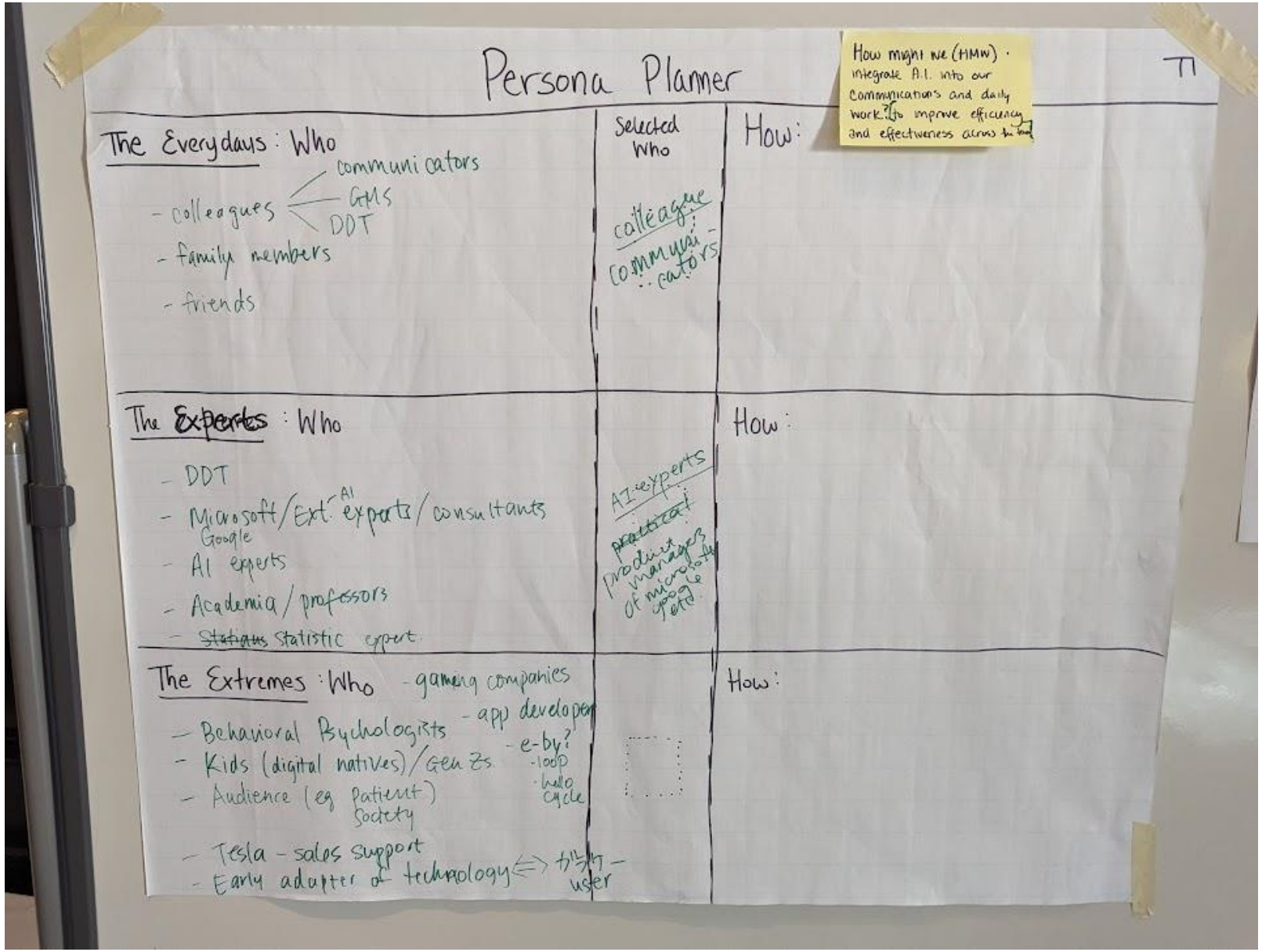
Day 1: Fact-Finding

Day 1: Question Storming

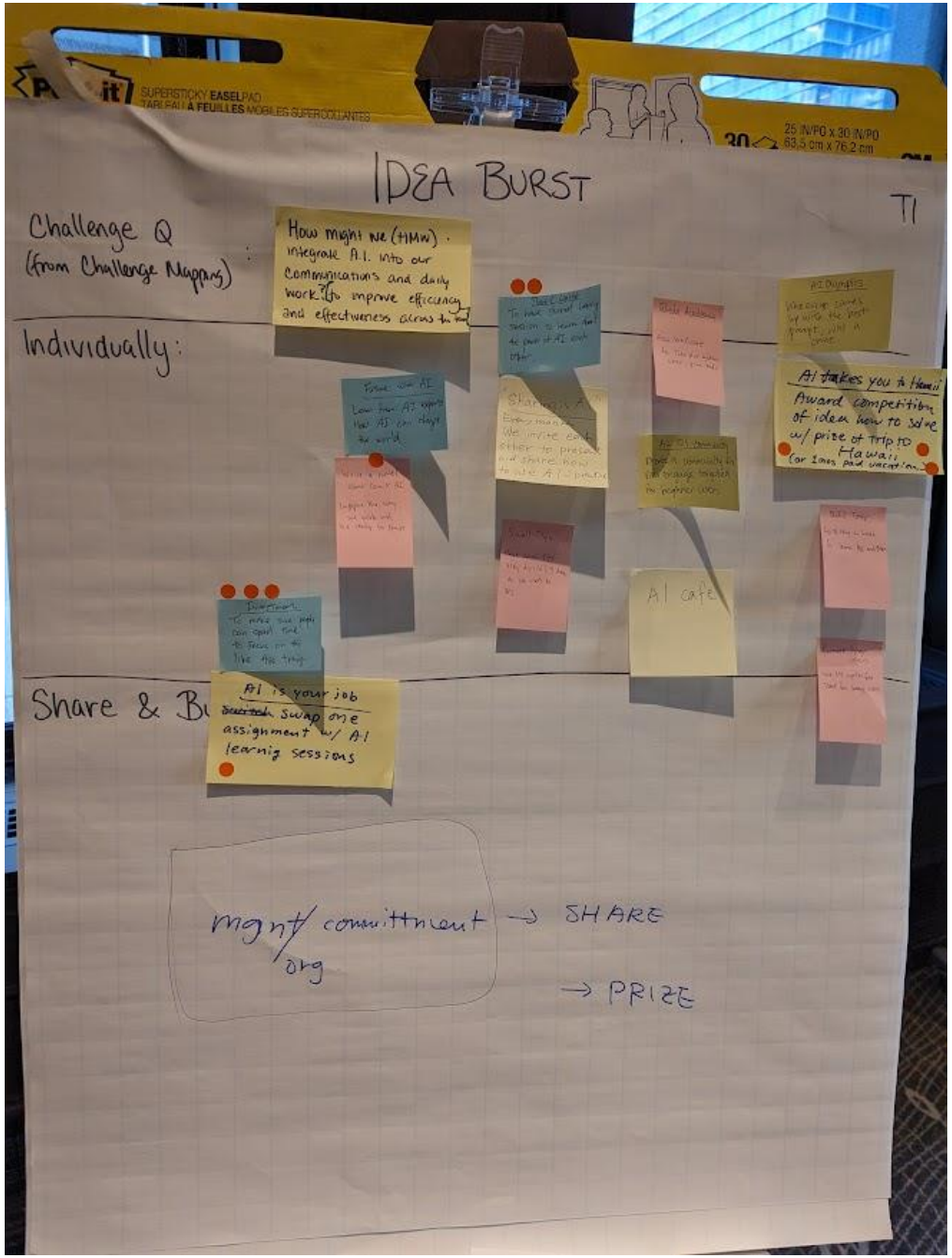


Day 1: Challenge Mapping

Day 1: Persona Planning



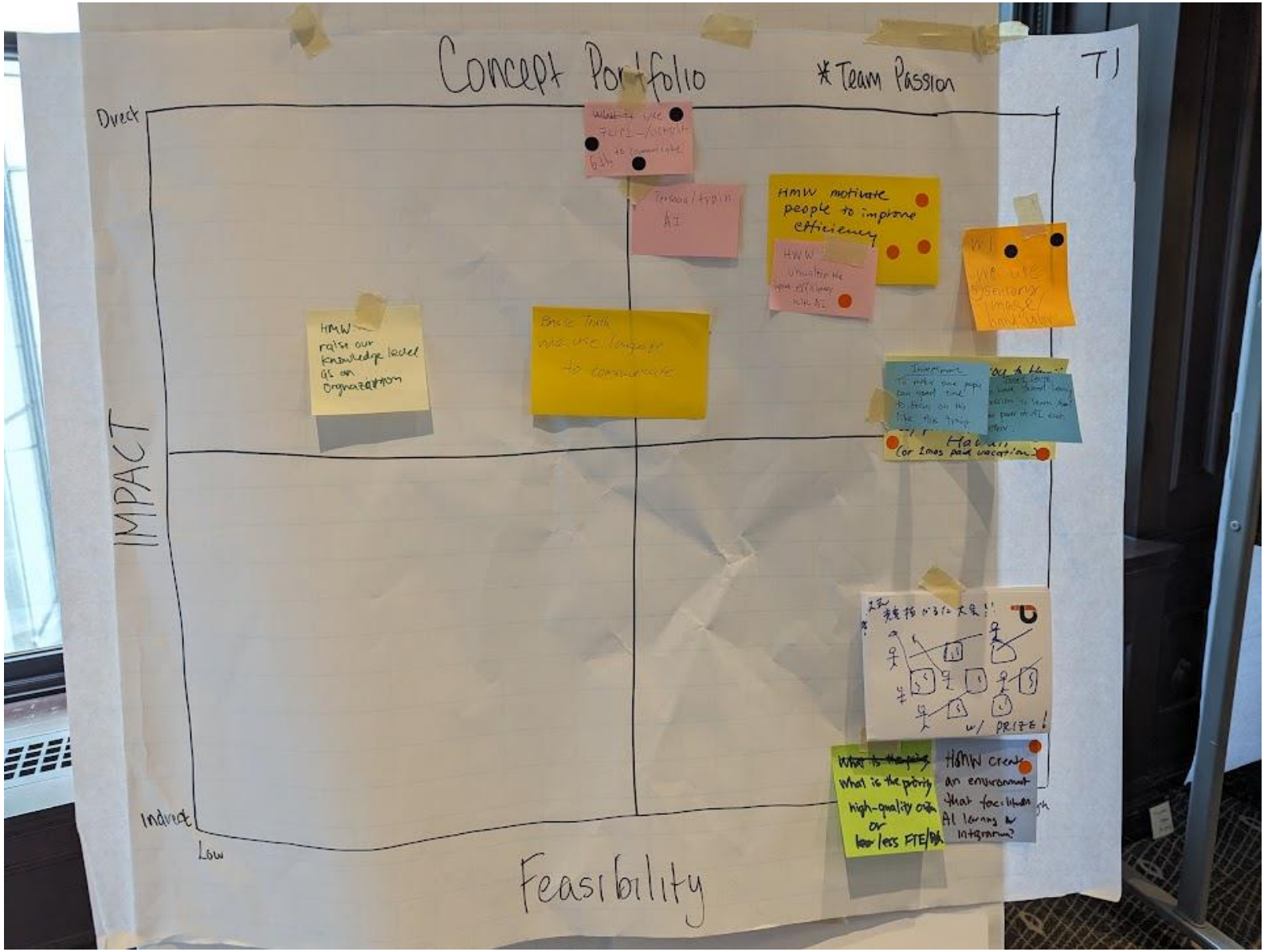
Day 1: Idea Burst



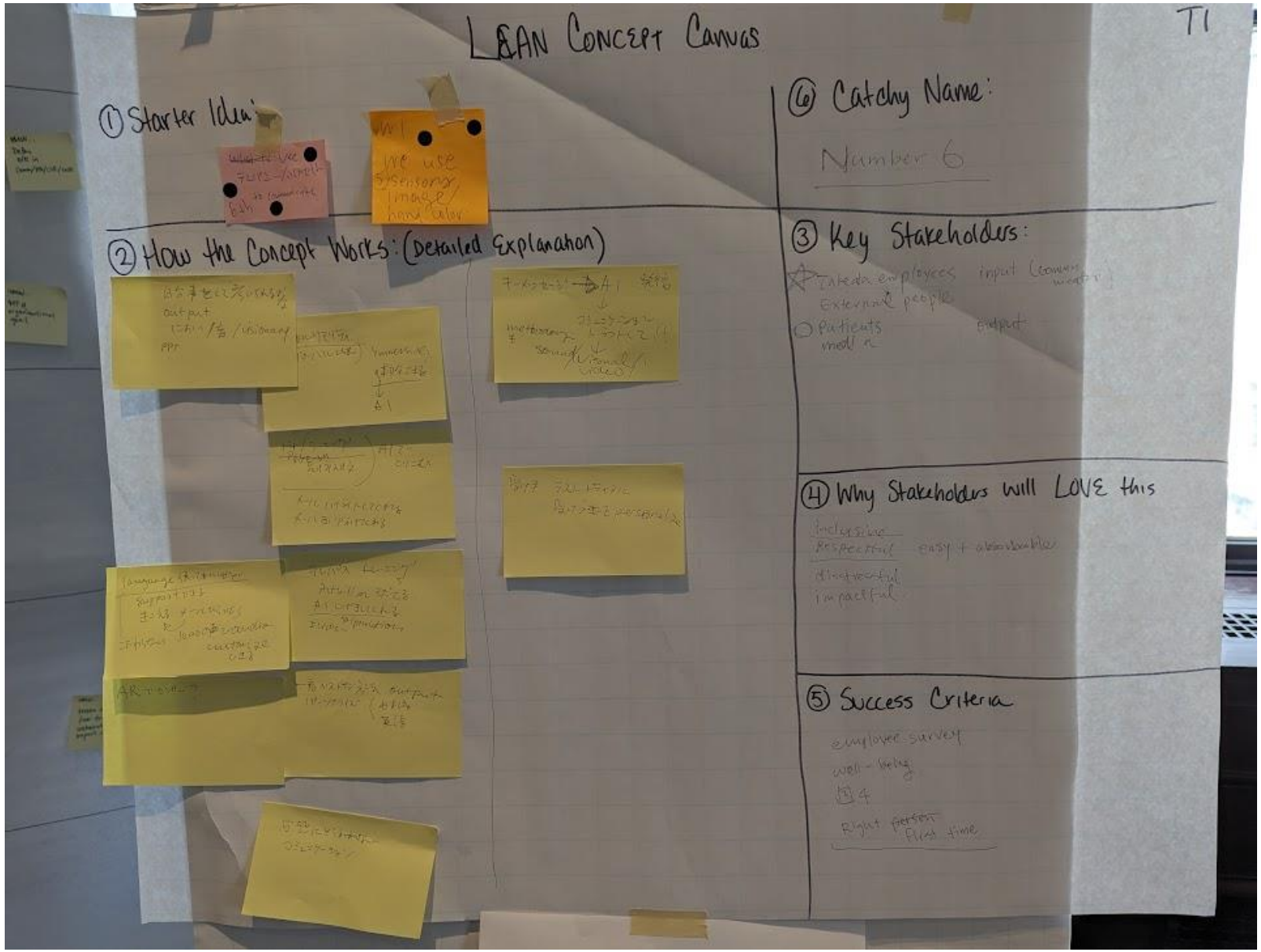
Day 1: Visual Brainstorming & Modelling

Day 2: Lateral Thinking

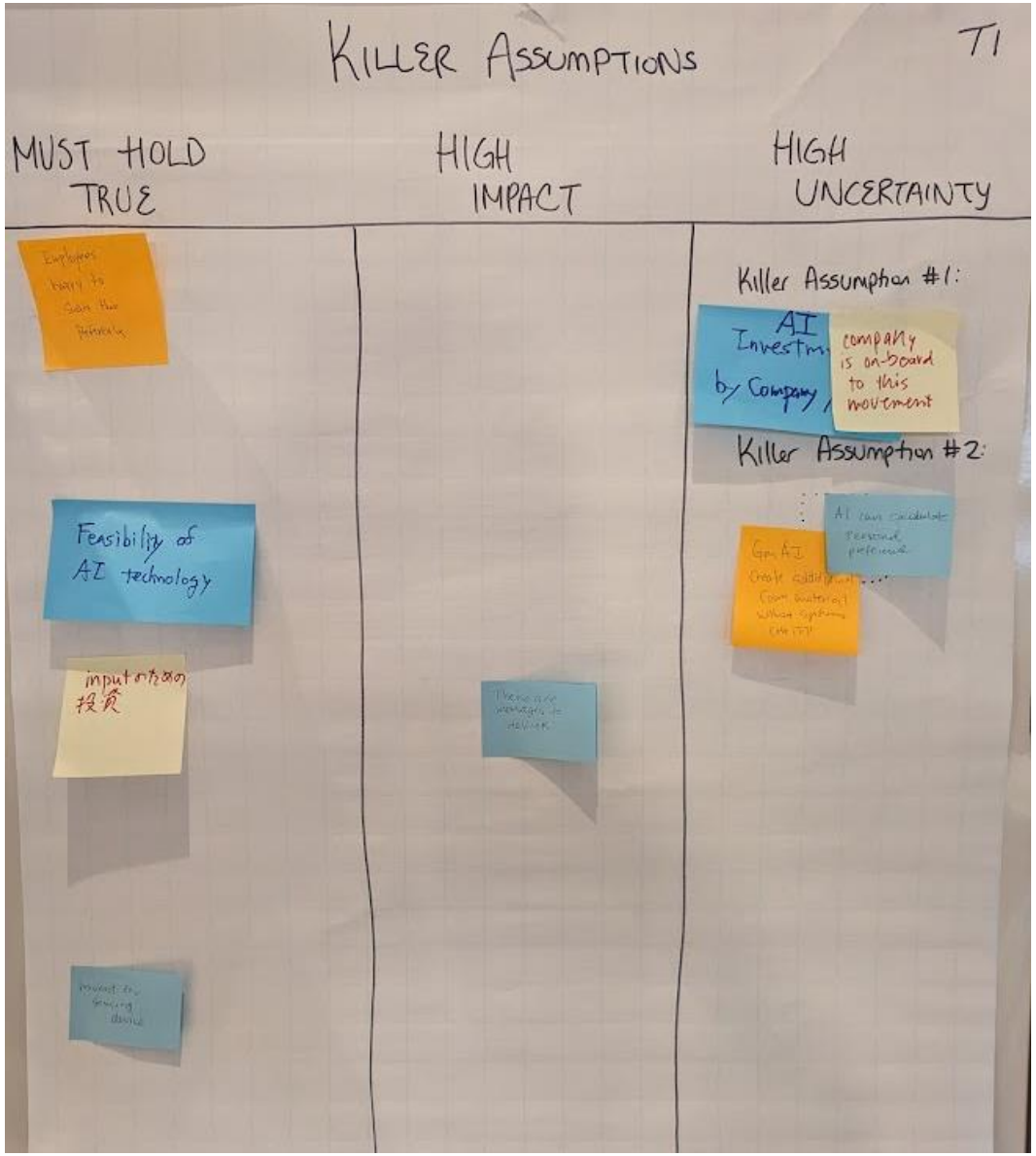
Day 2: Concept Portfolio



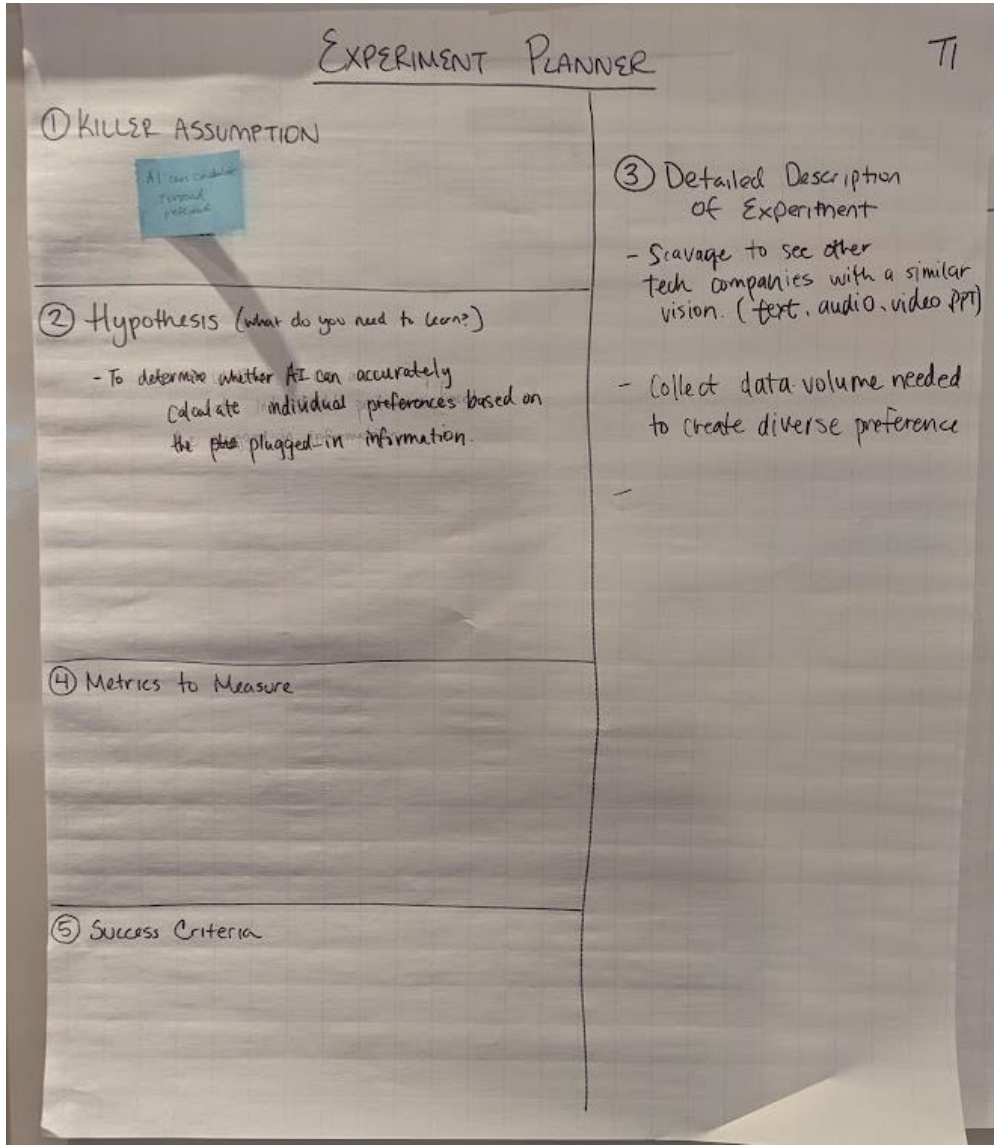
Day 2: Lean Concept Canvas



Day 2: Killer Assumptions



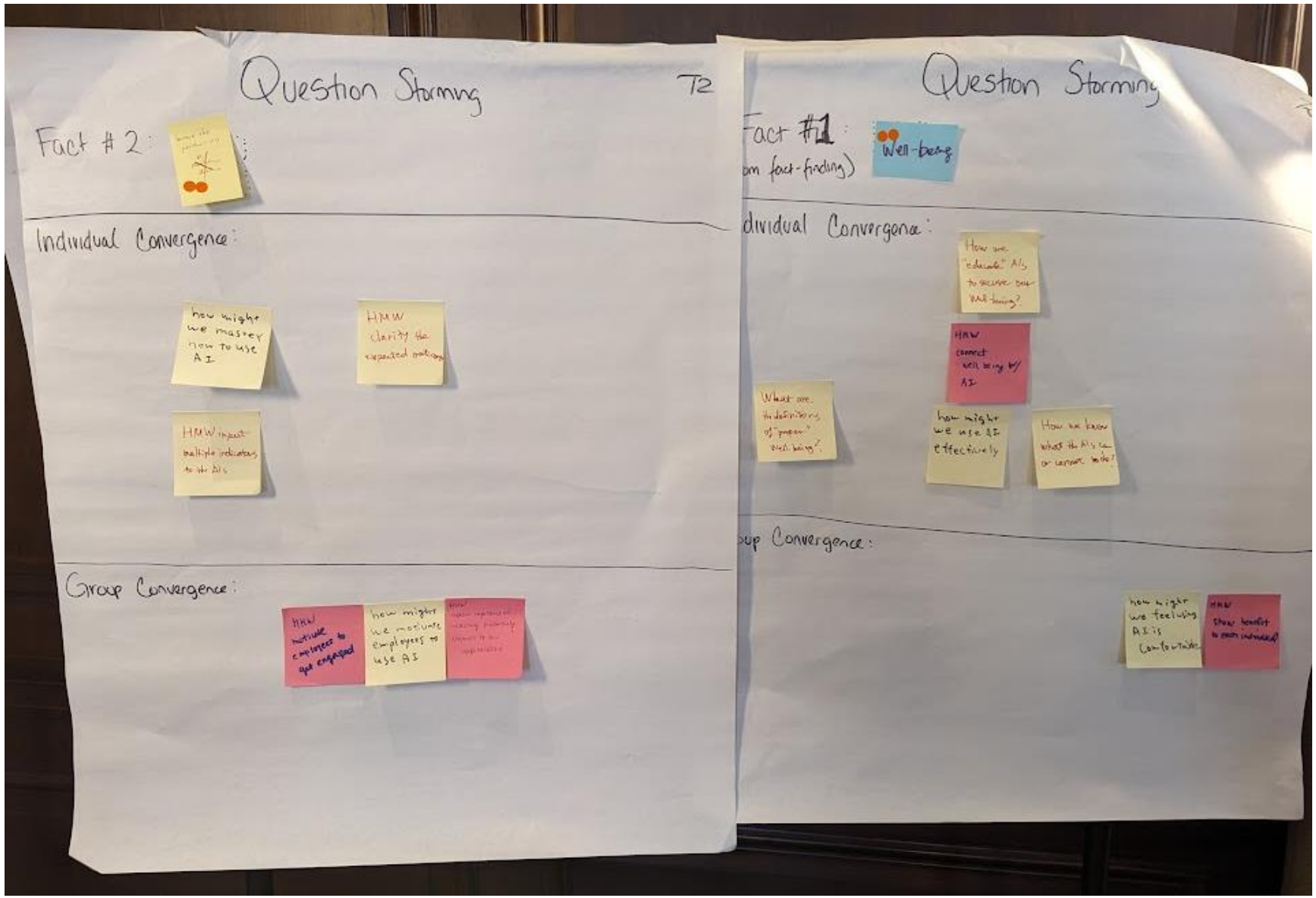
Day 2: Experiment Design



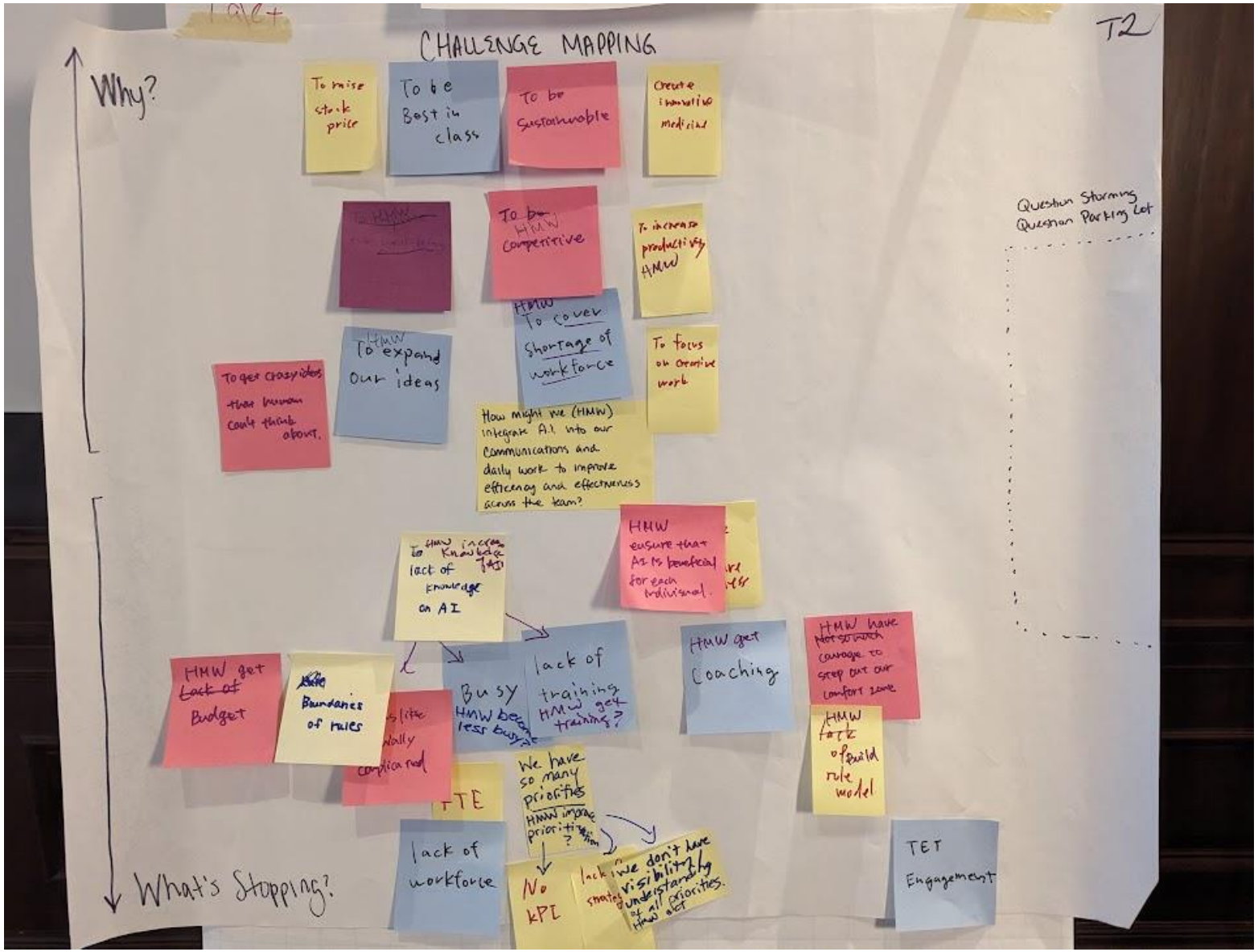
Team 2

Day 1: Fact-Finding

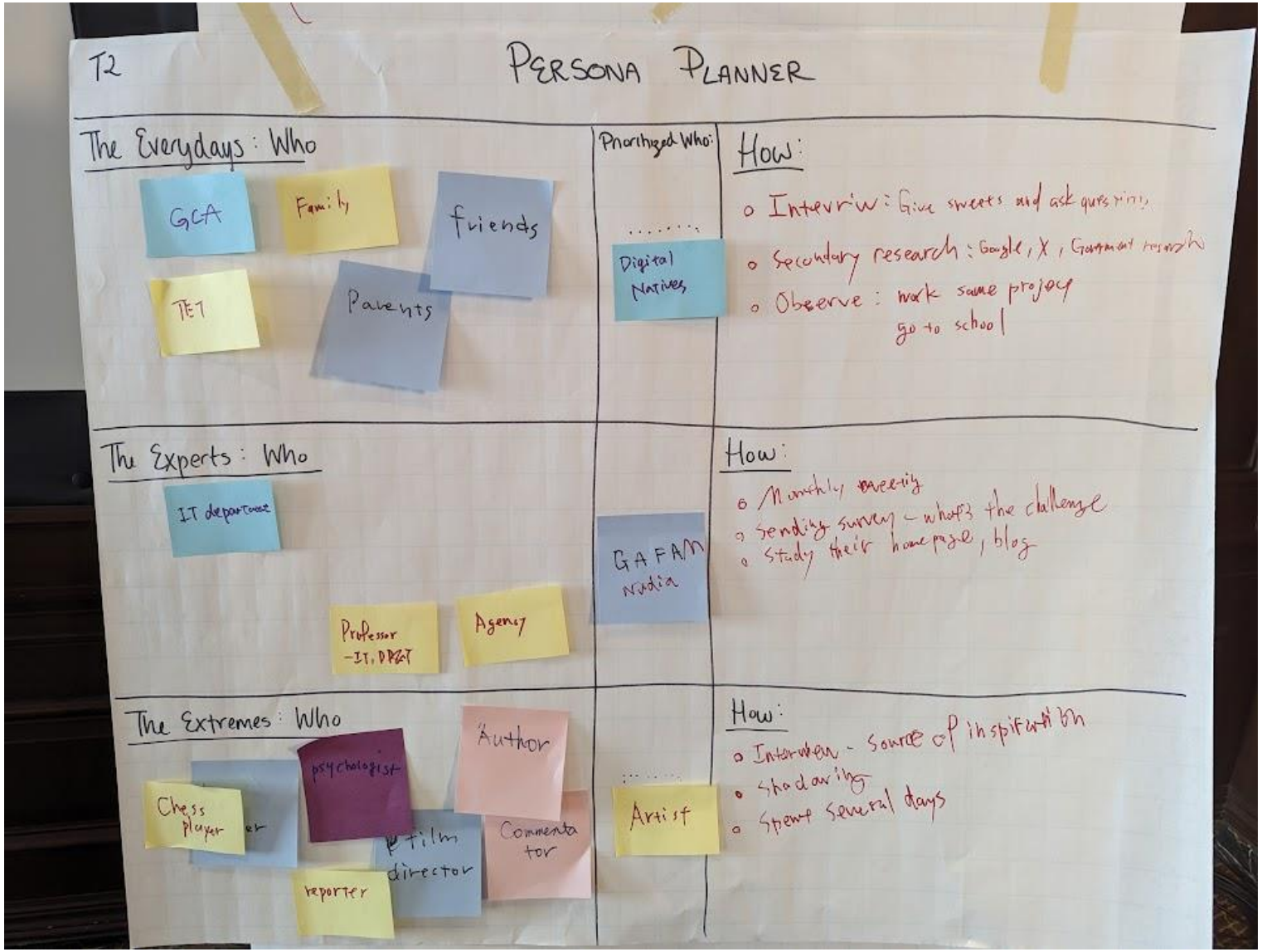
Day 1: Question Storming



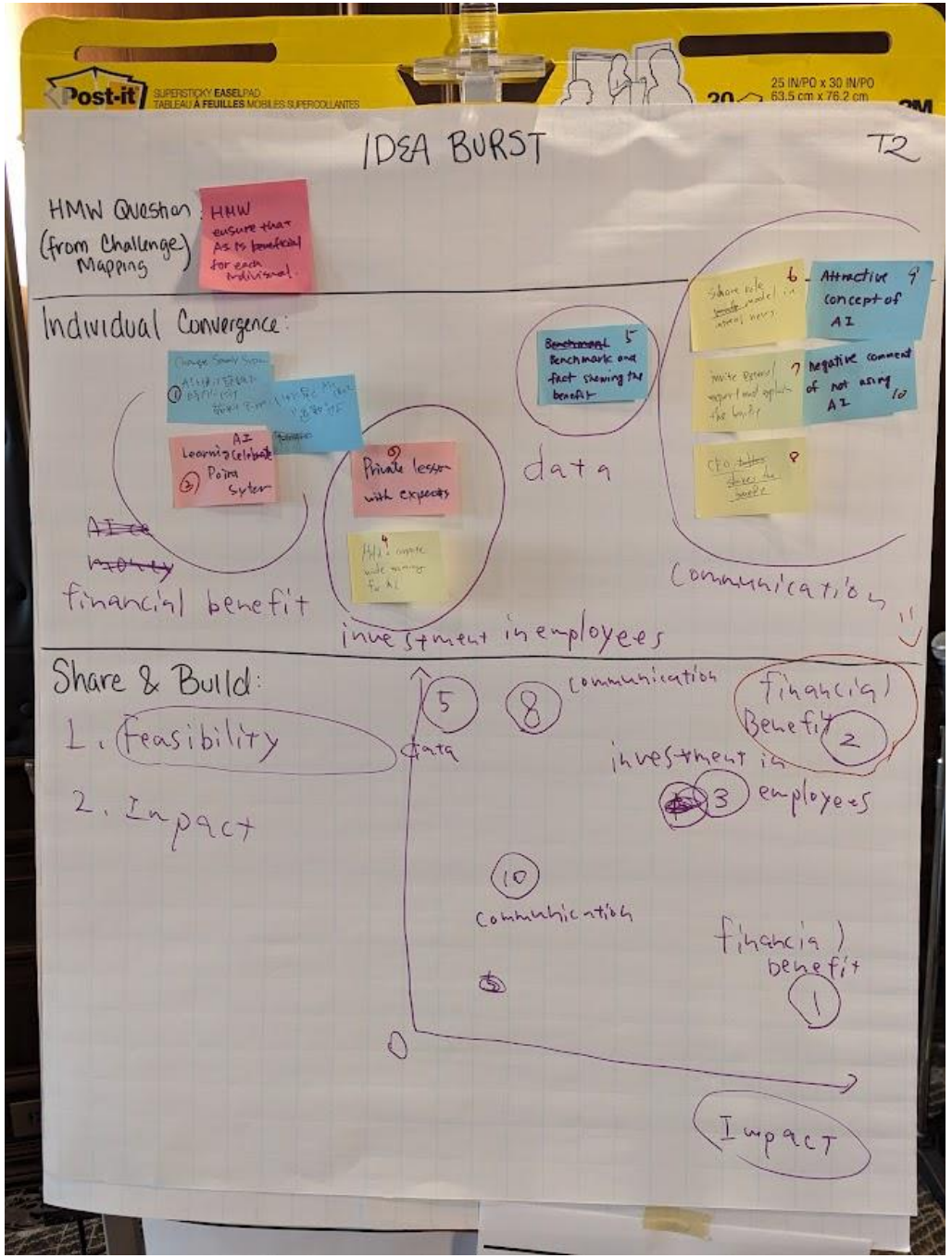
Day 1: Challenge Mapping



Day 1: Persona Planning

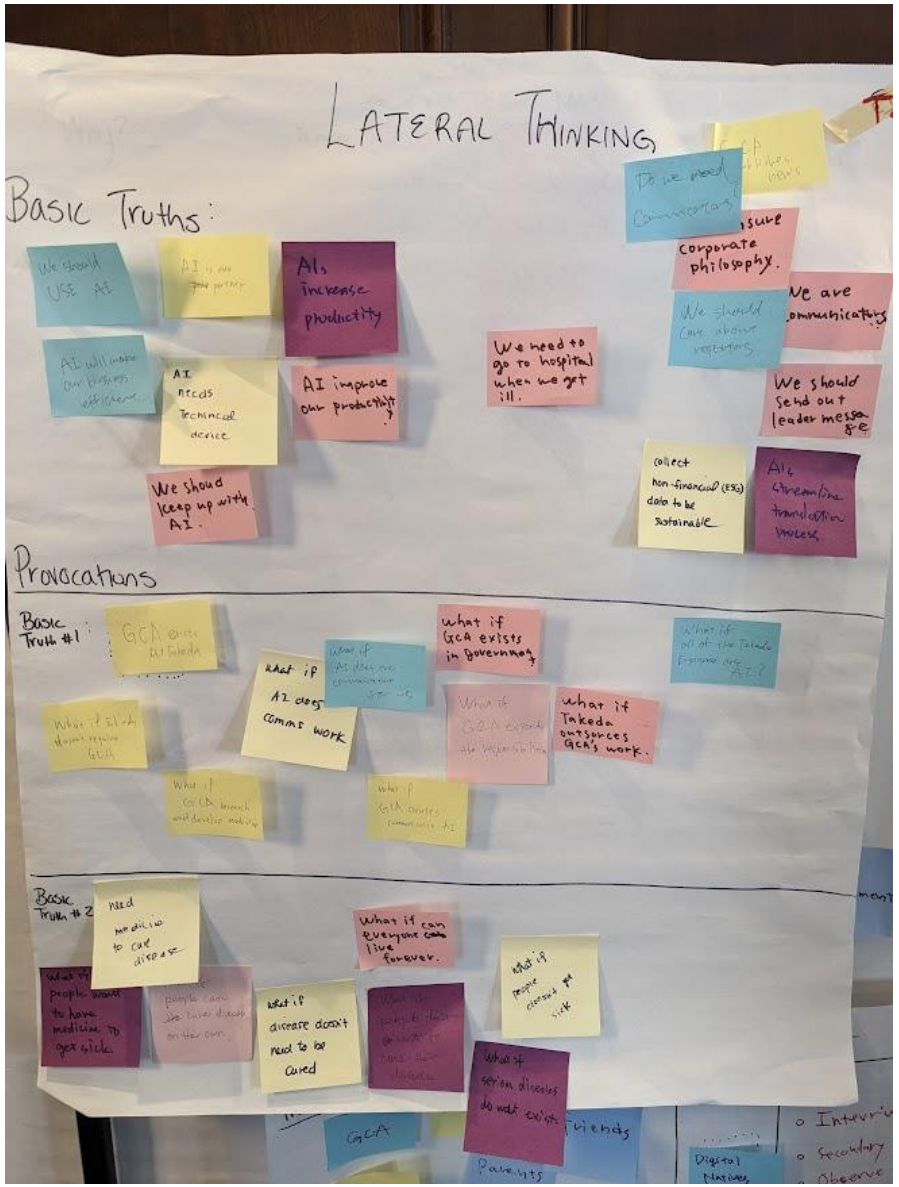


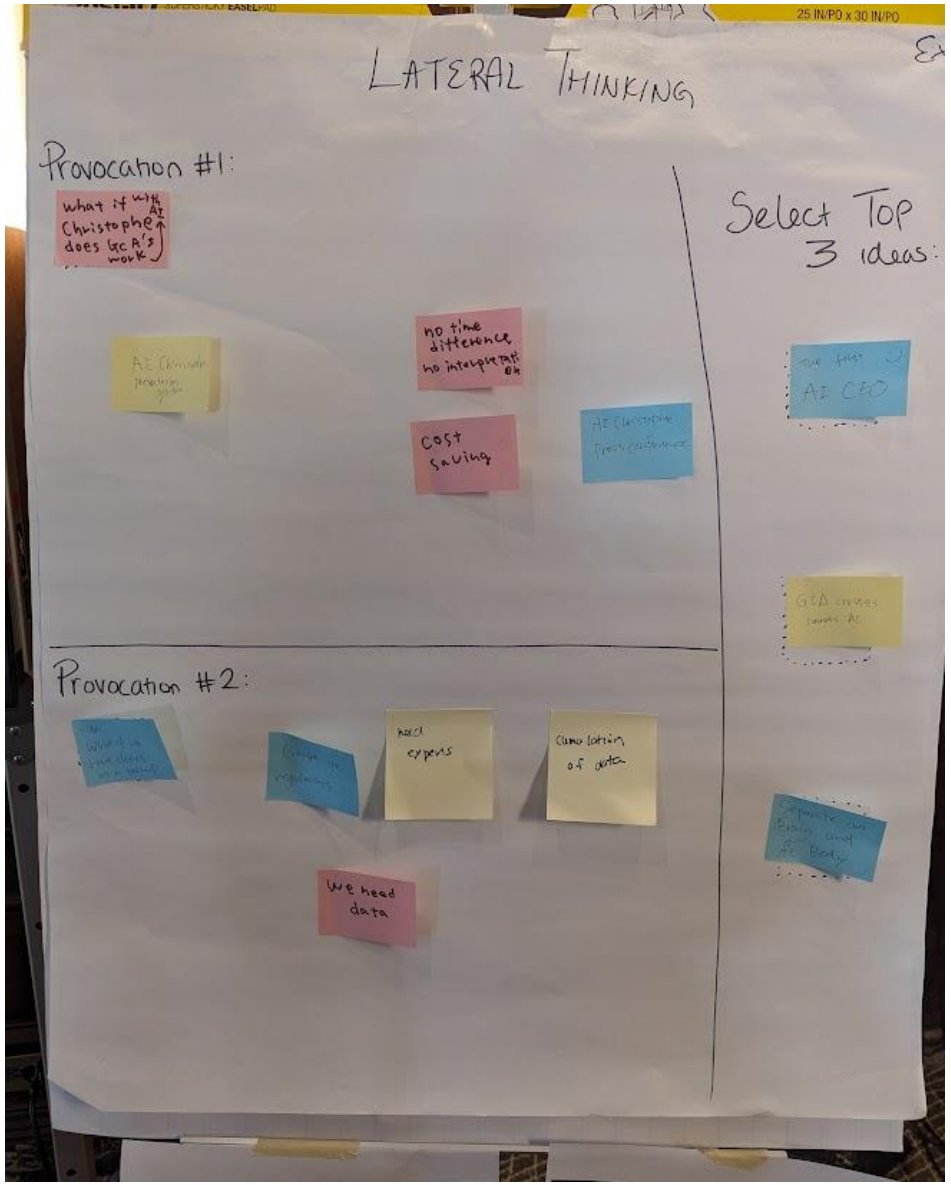
Day 1: Idea Burst



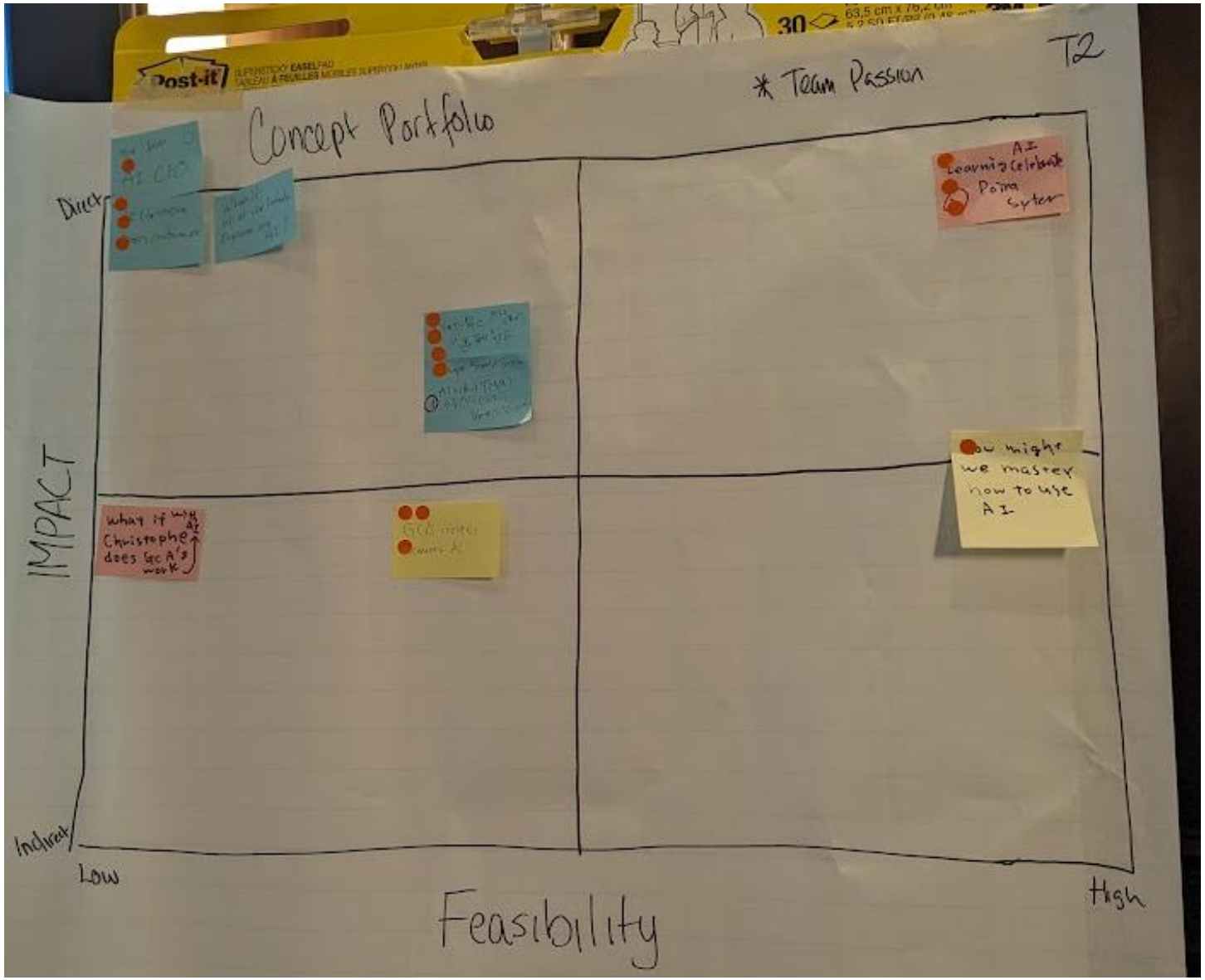
Day 1: Visual Brainstorming & Modelling

Day 2: Lateral Thinking

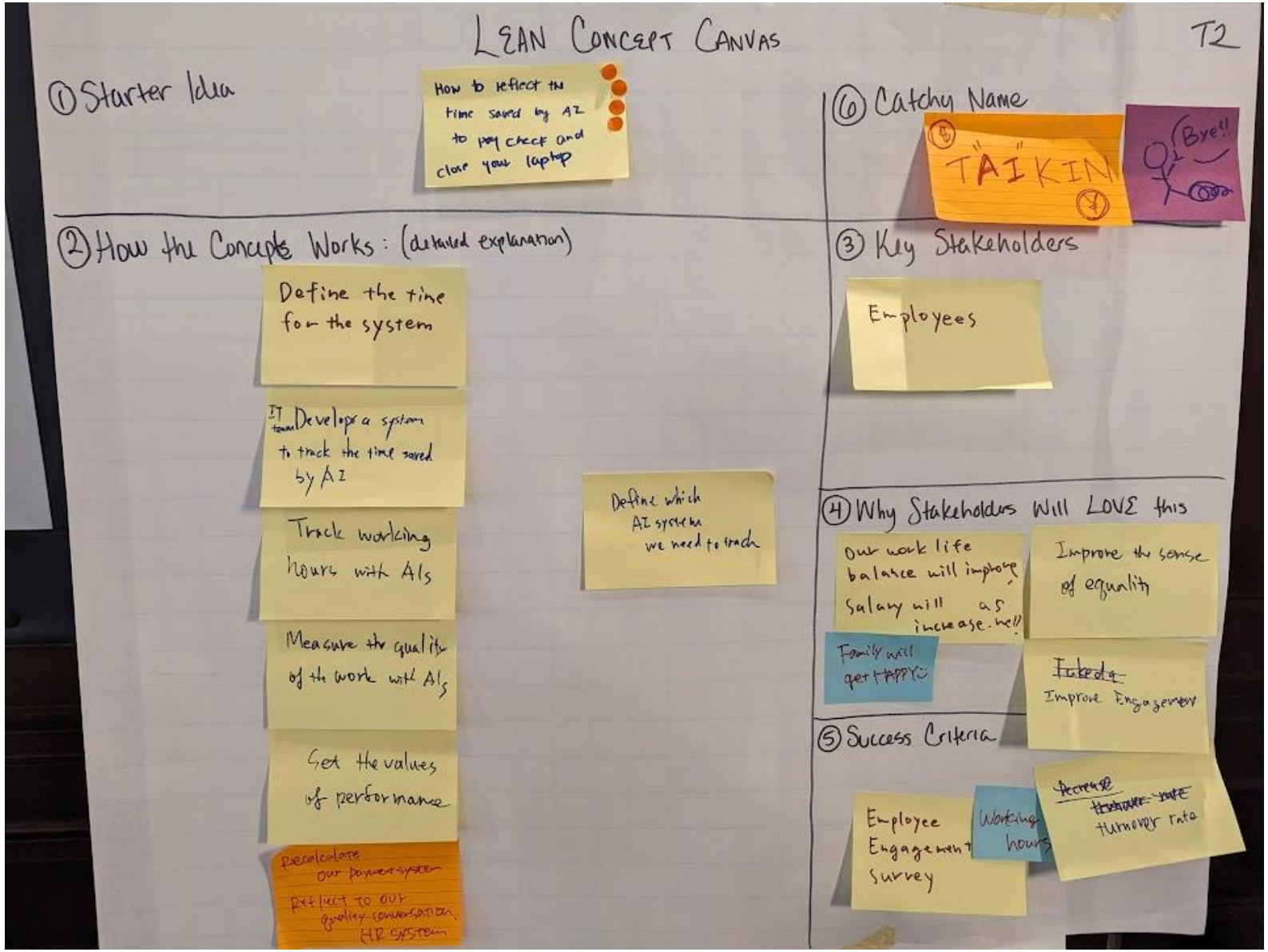




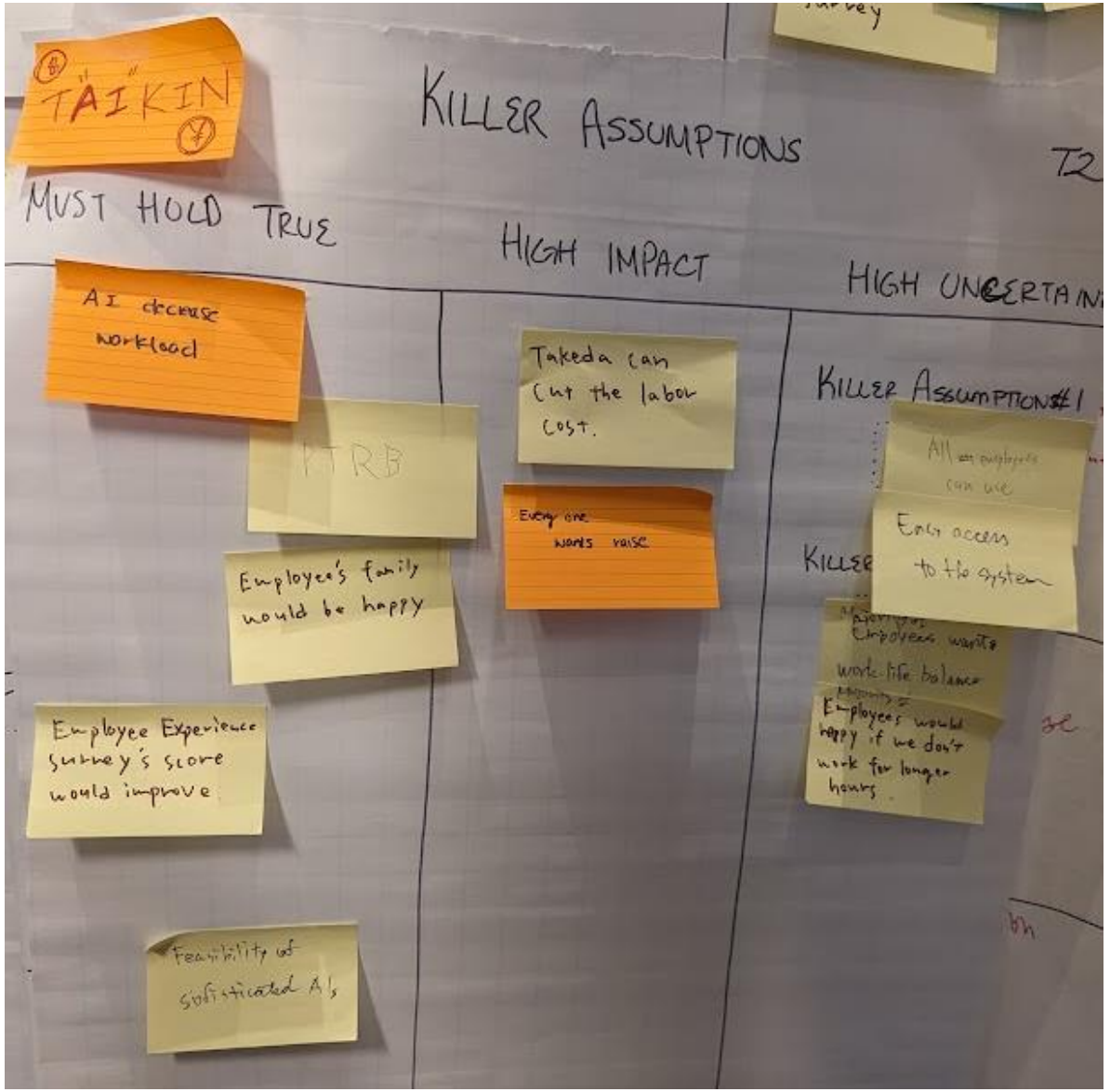
Day 2: Concept Portfolio



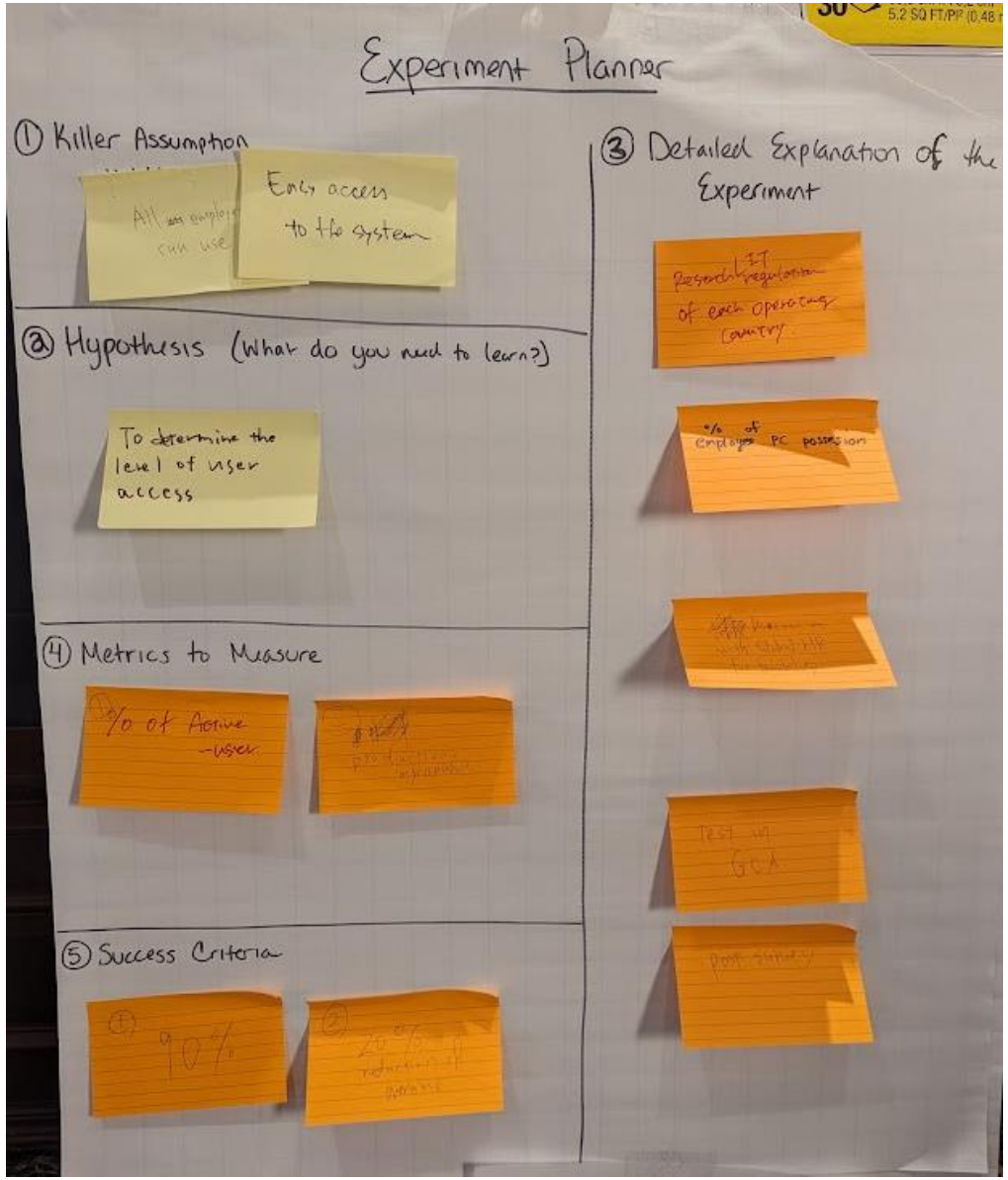
Day 2: Lean Concept Canvas



Day 2: Killer Assumptions



Day 2: Experiment Design

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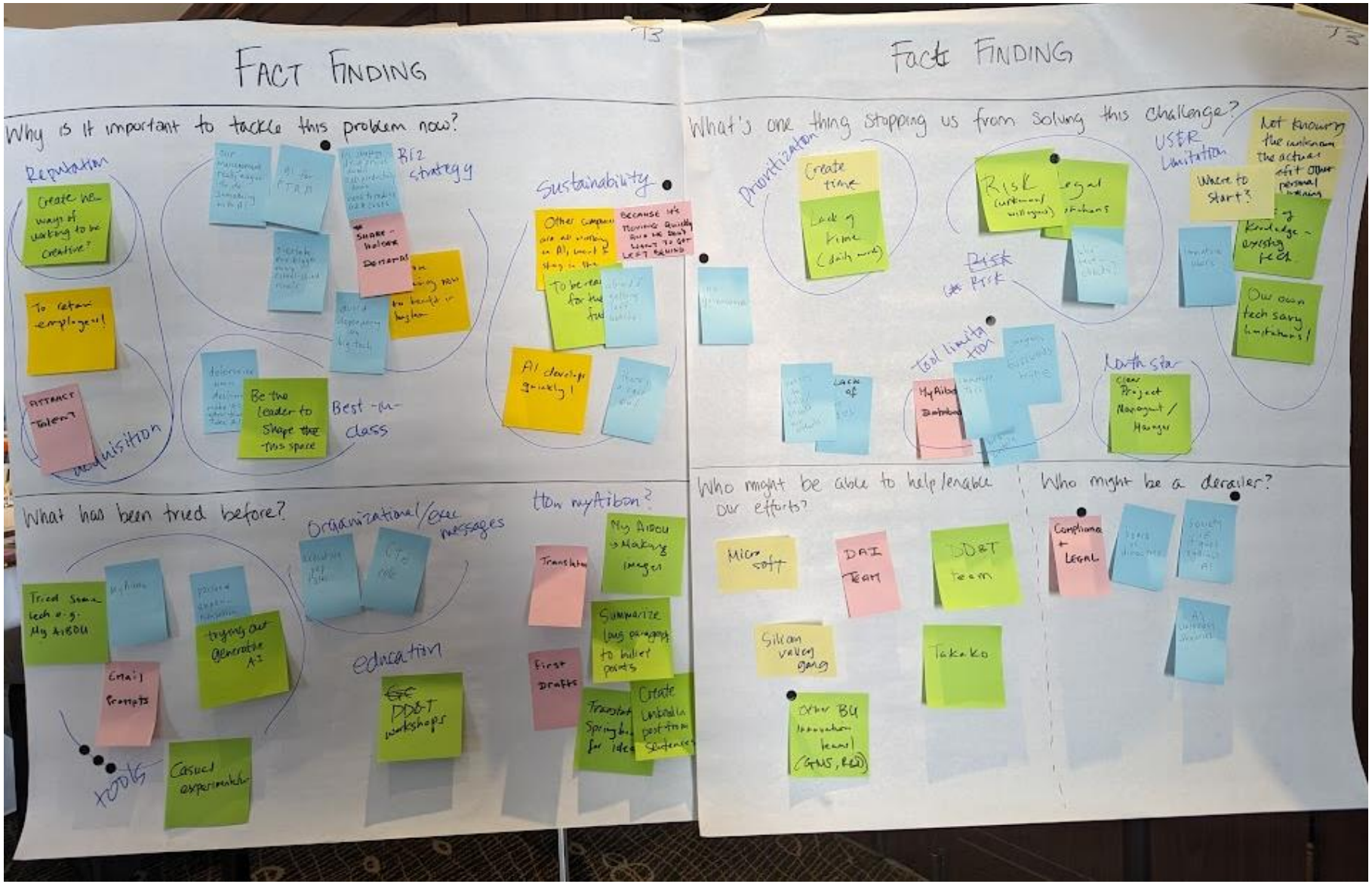
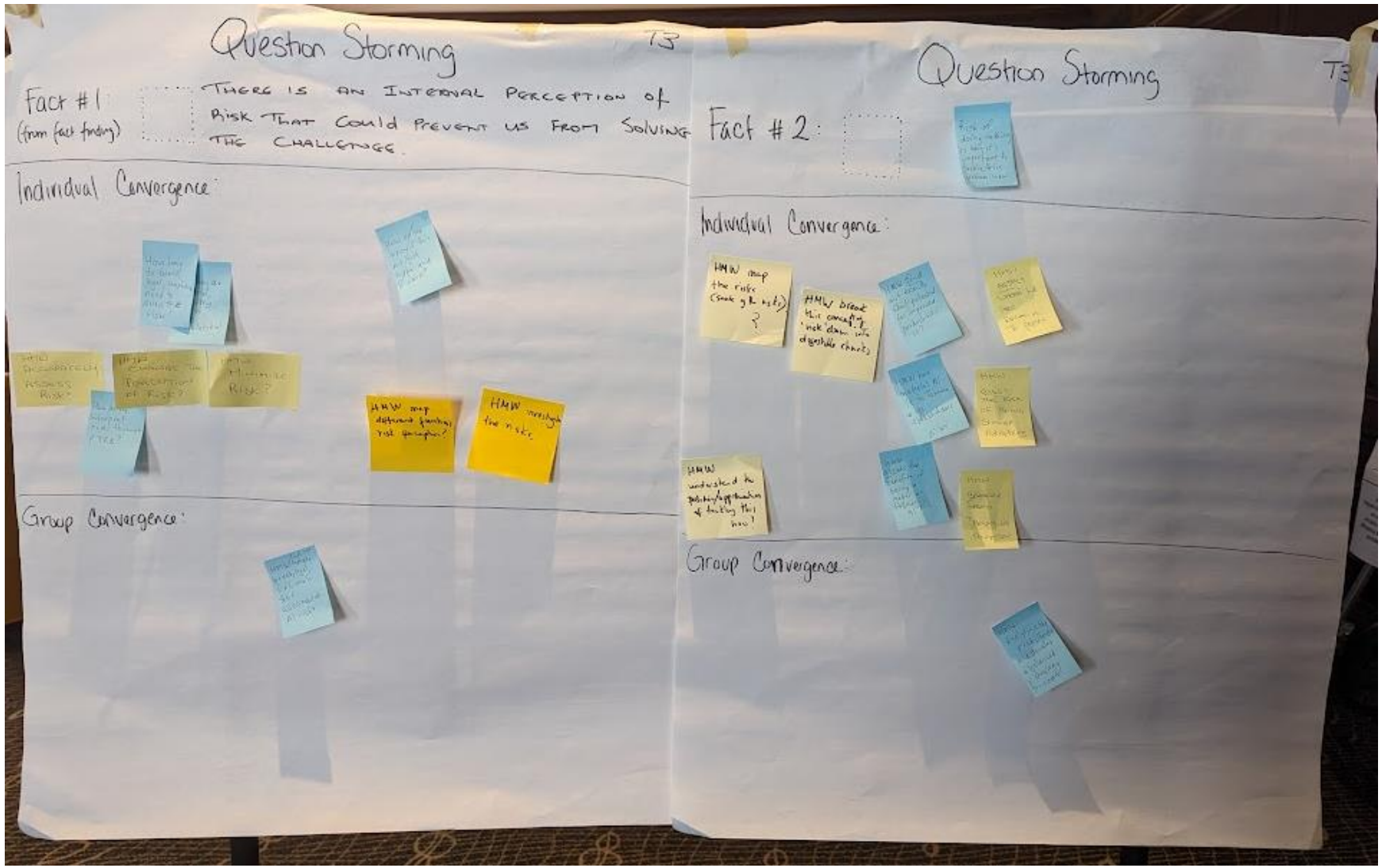
Team 3

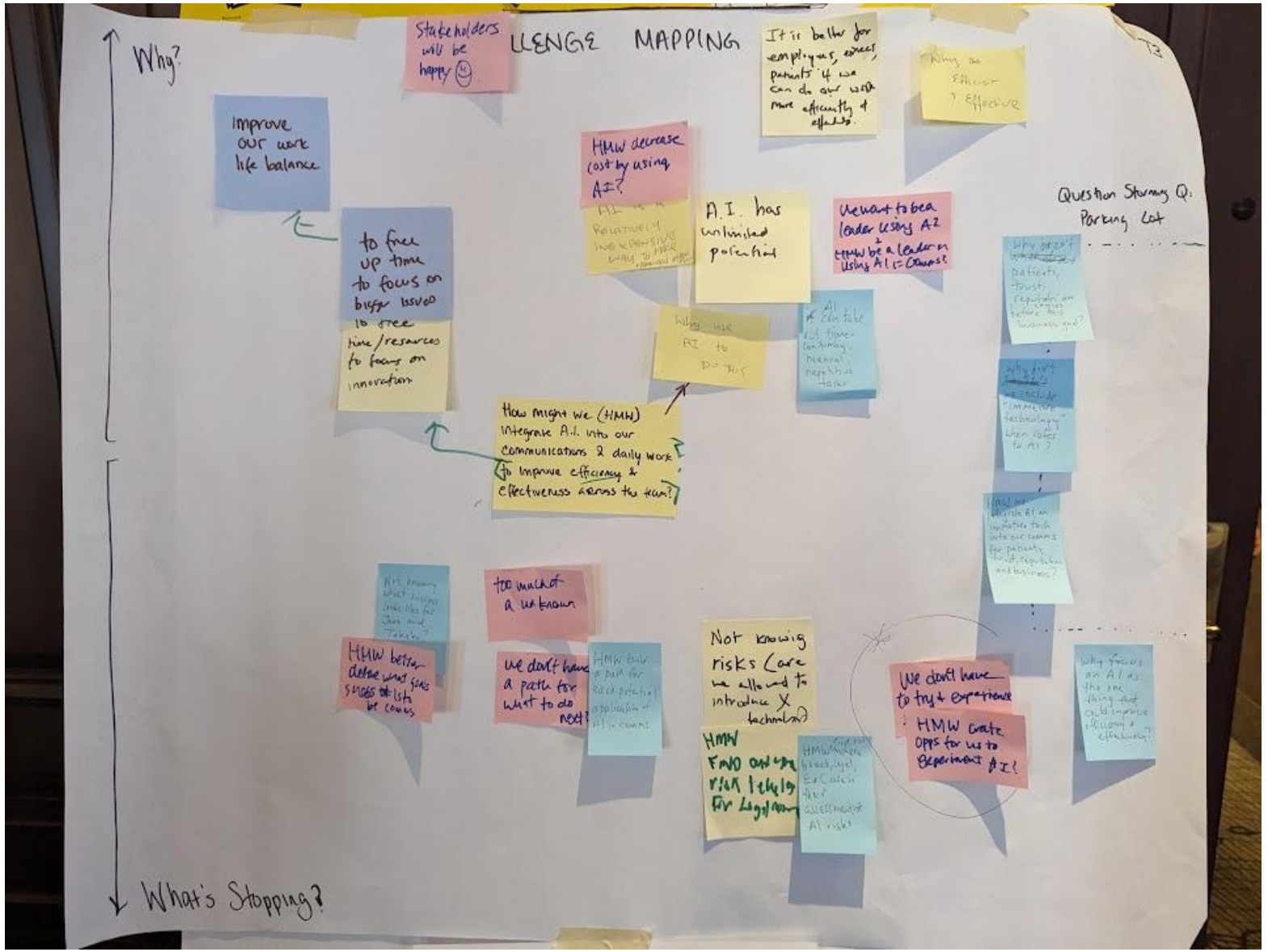
Day 1: Fact-Finding



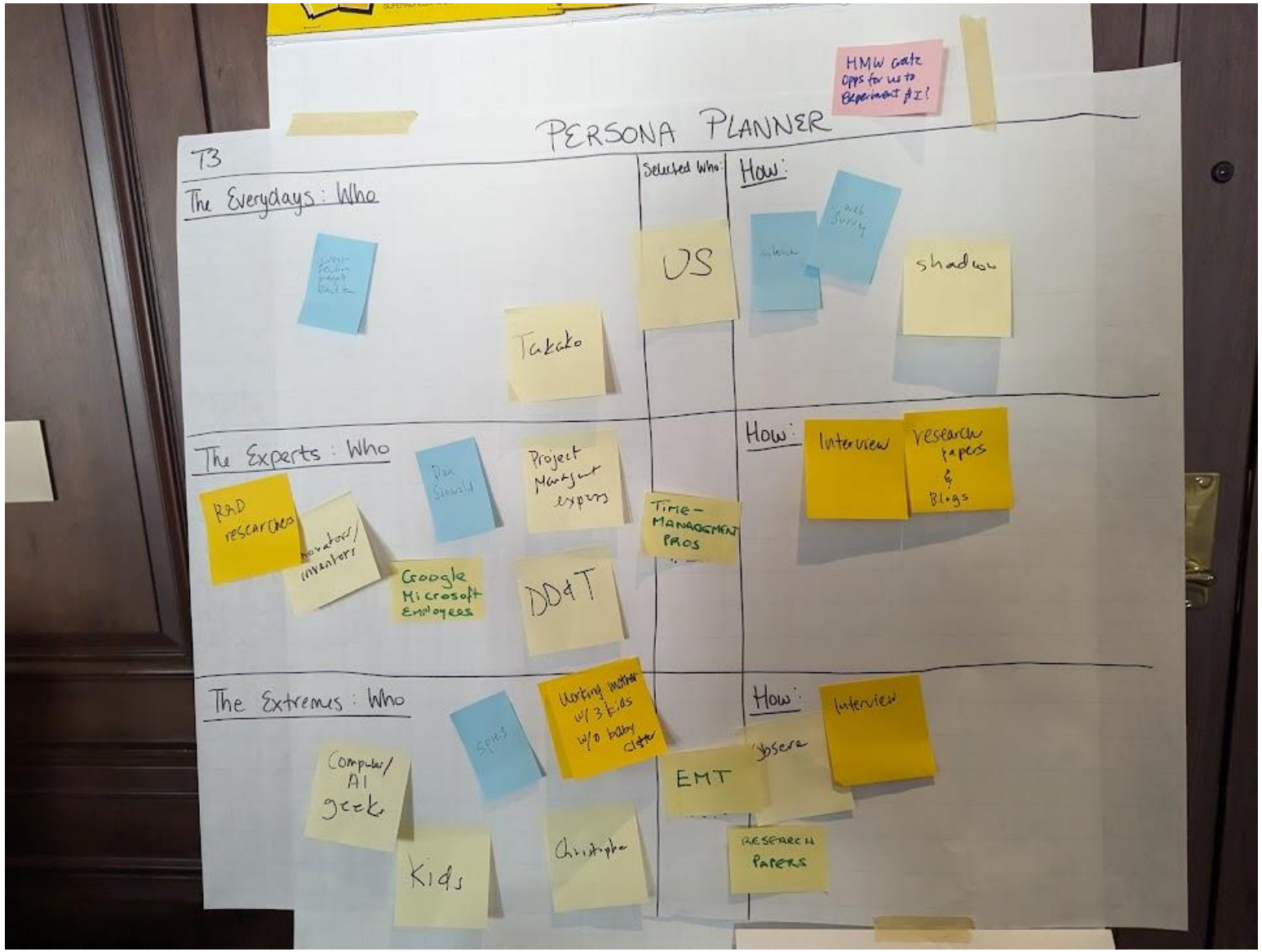
Day 1: Question Storming



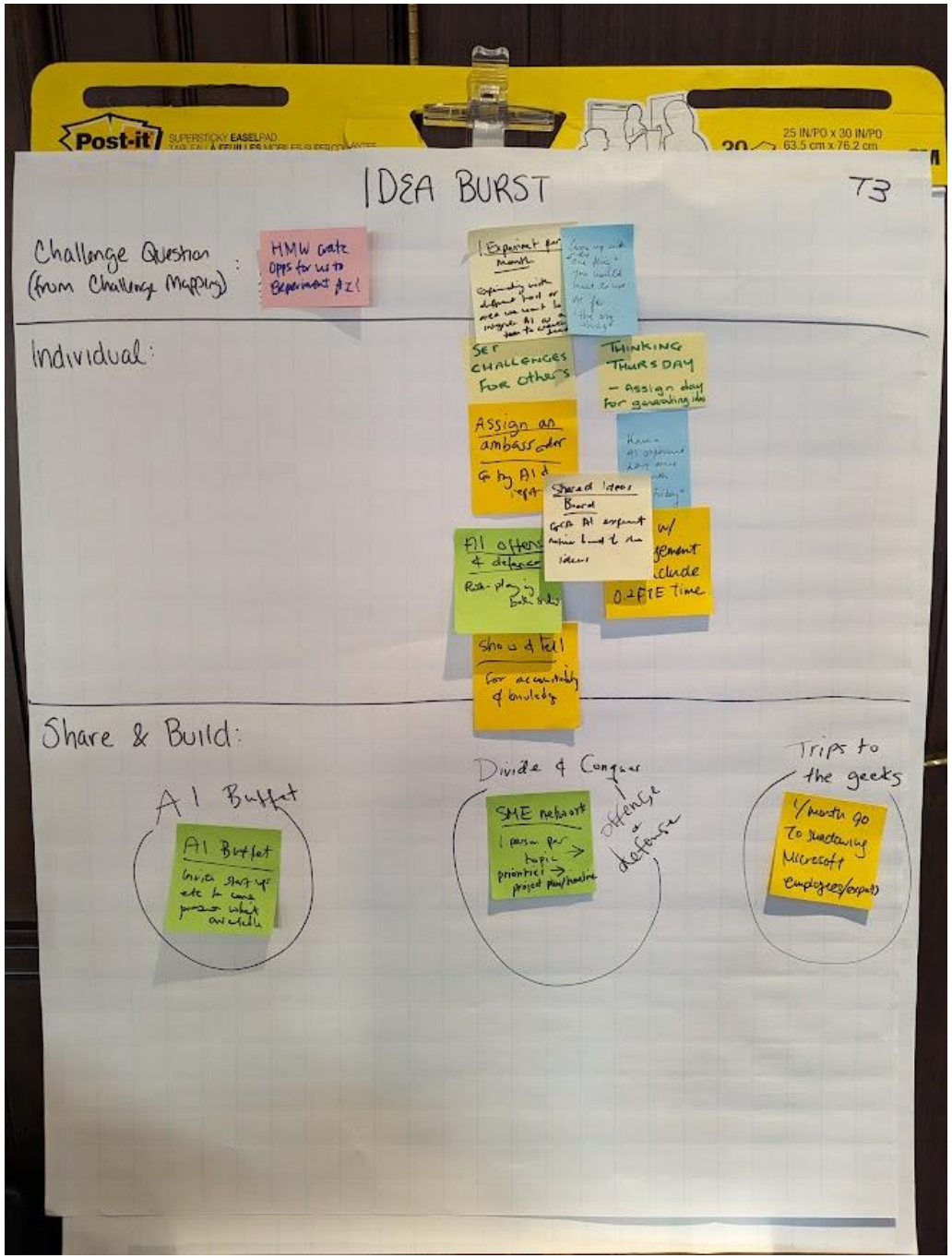
Day 1: Challenge Mapping



Day 1: Persona Planning

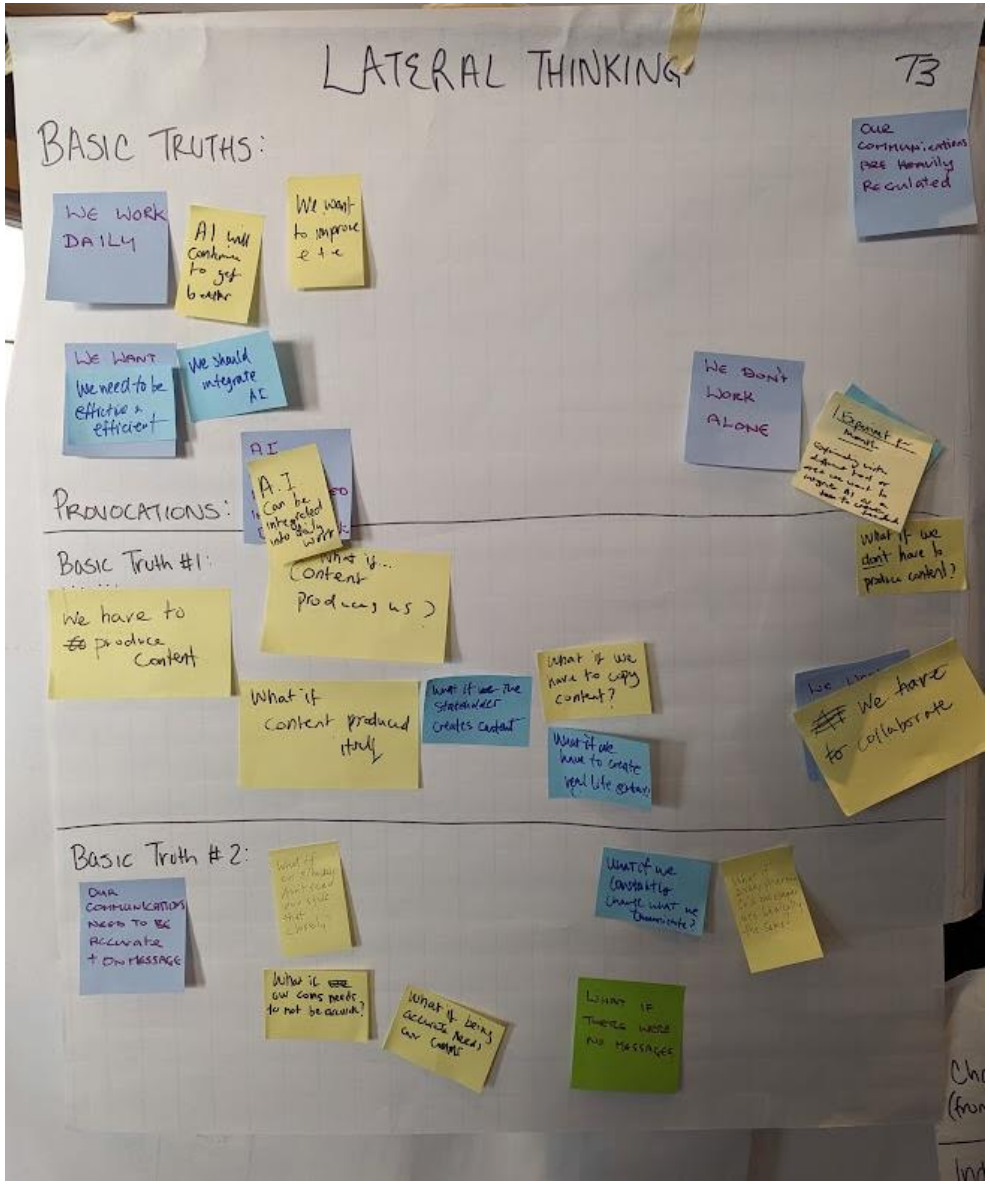


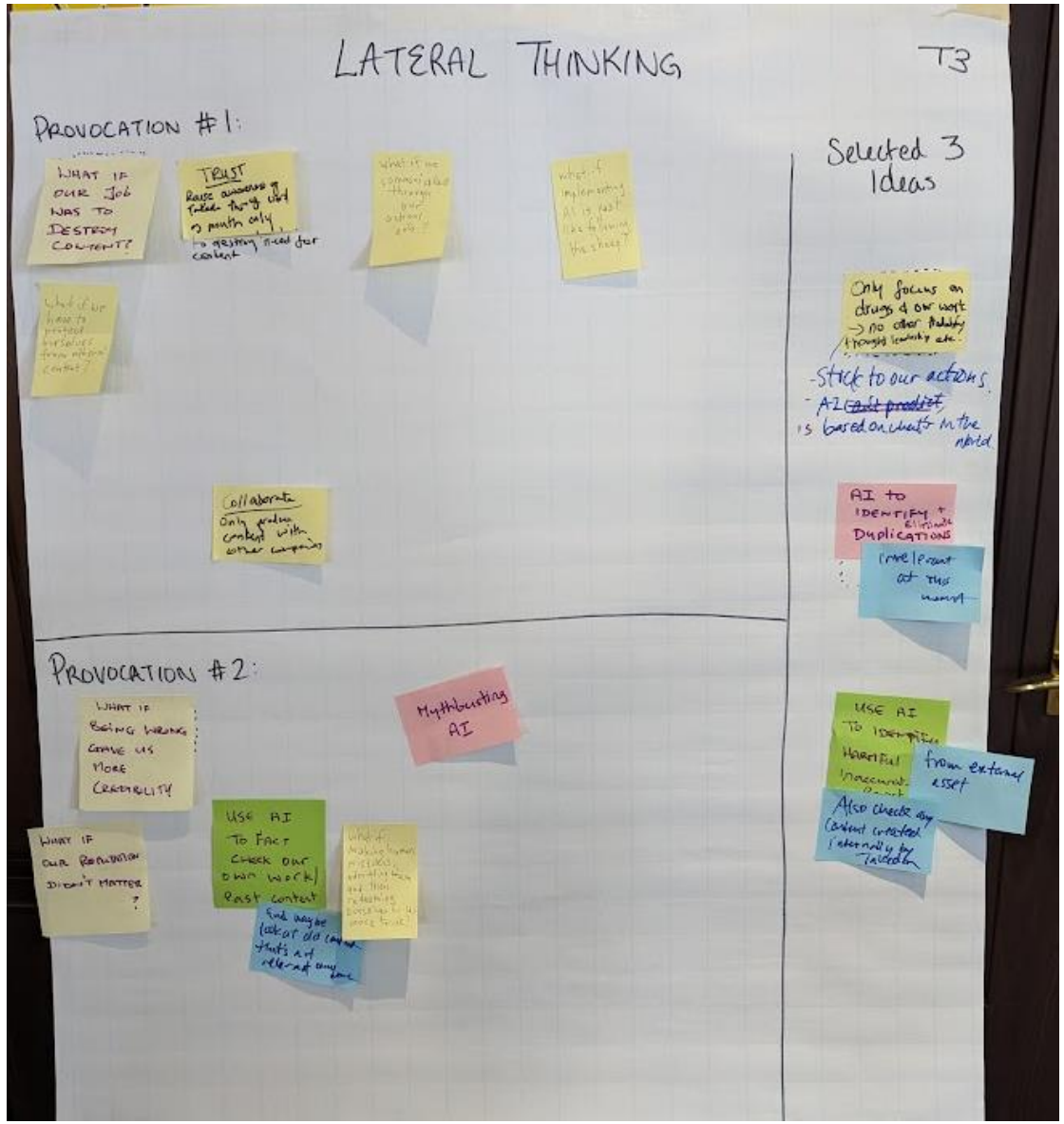
Day 1: Idea Burst



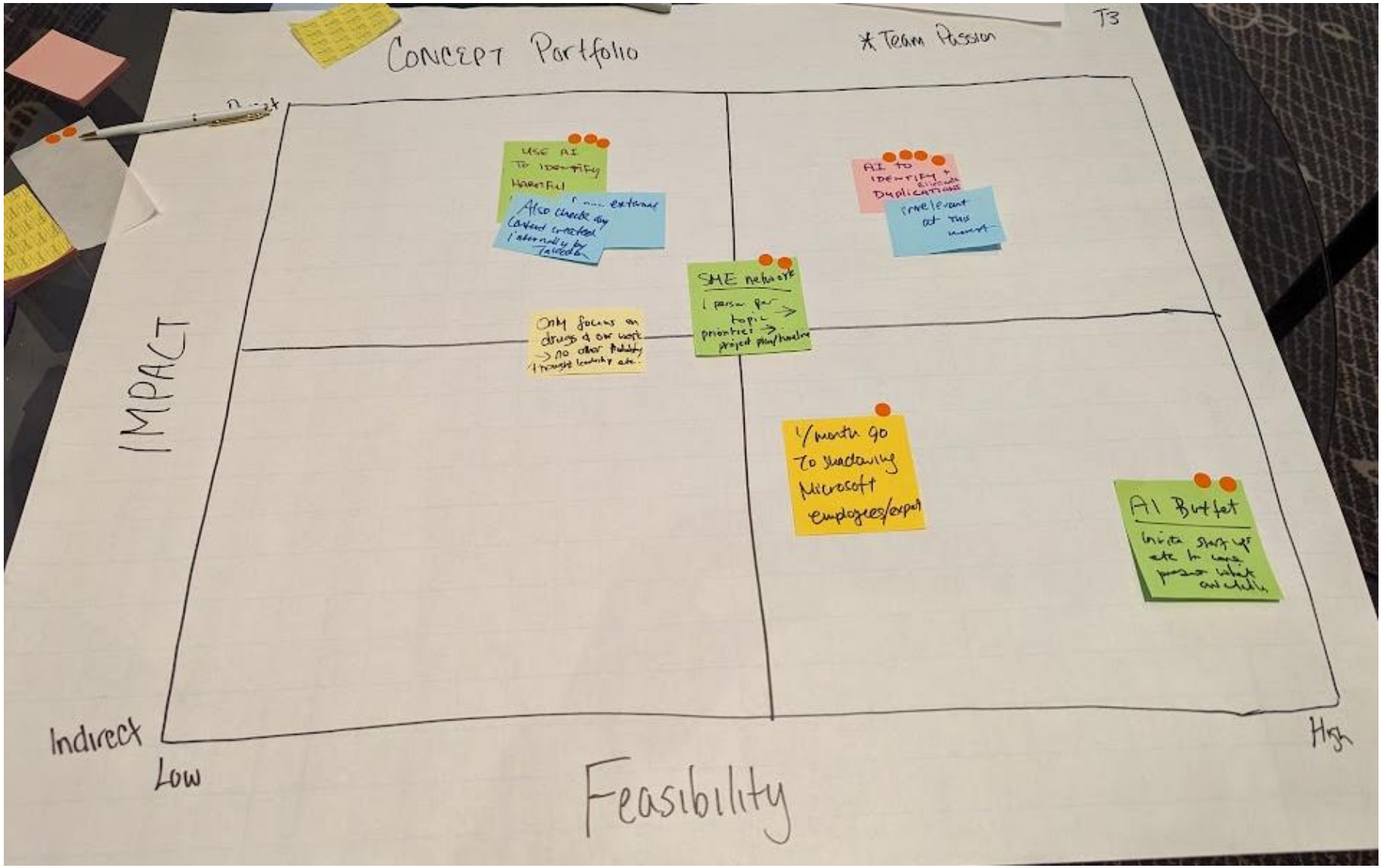
Day 1: Visual Brainstorming & Modelling

Day 2: Lateral Thinking

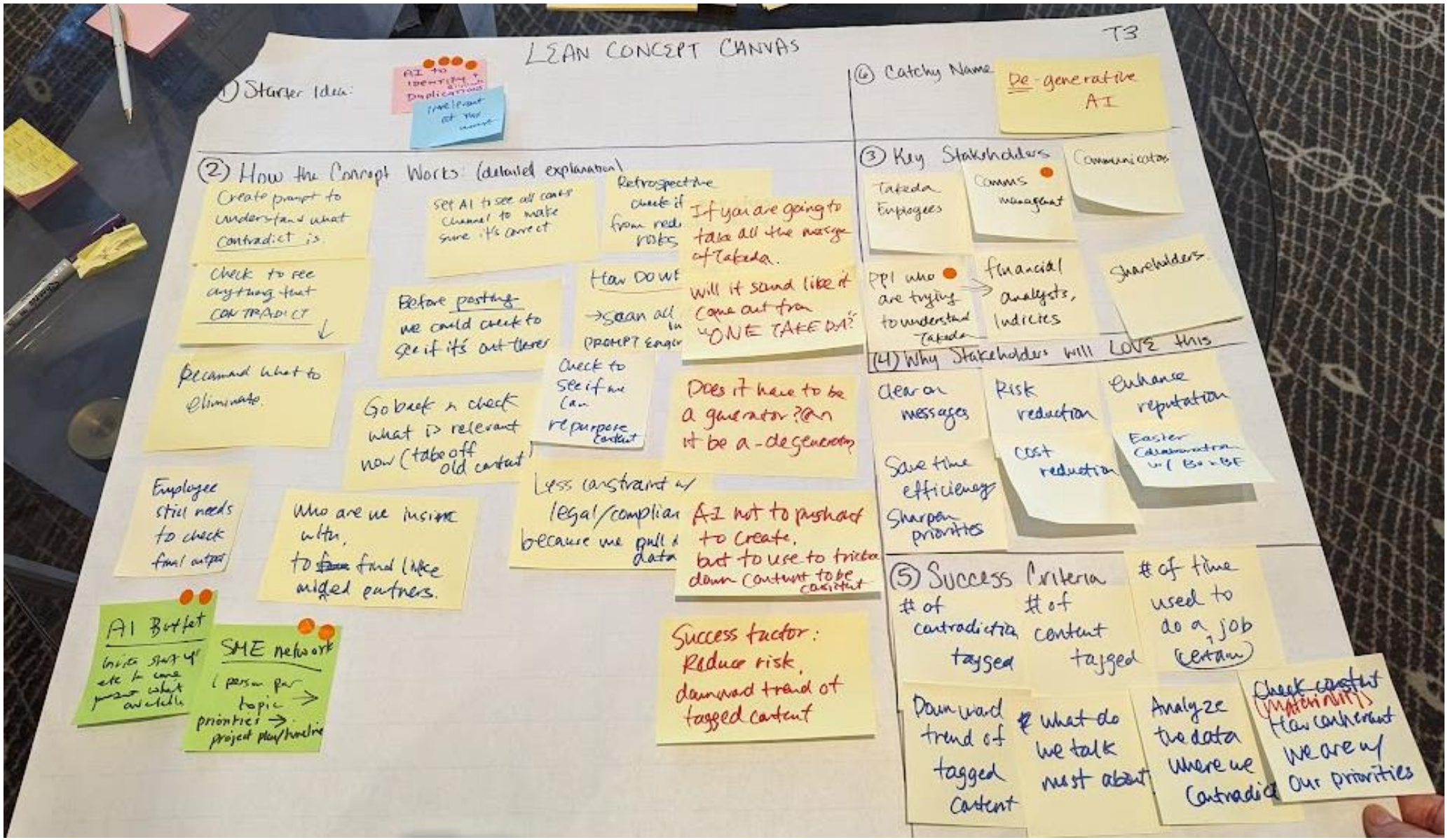




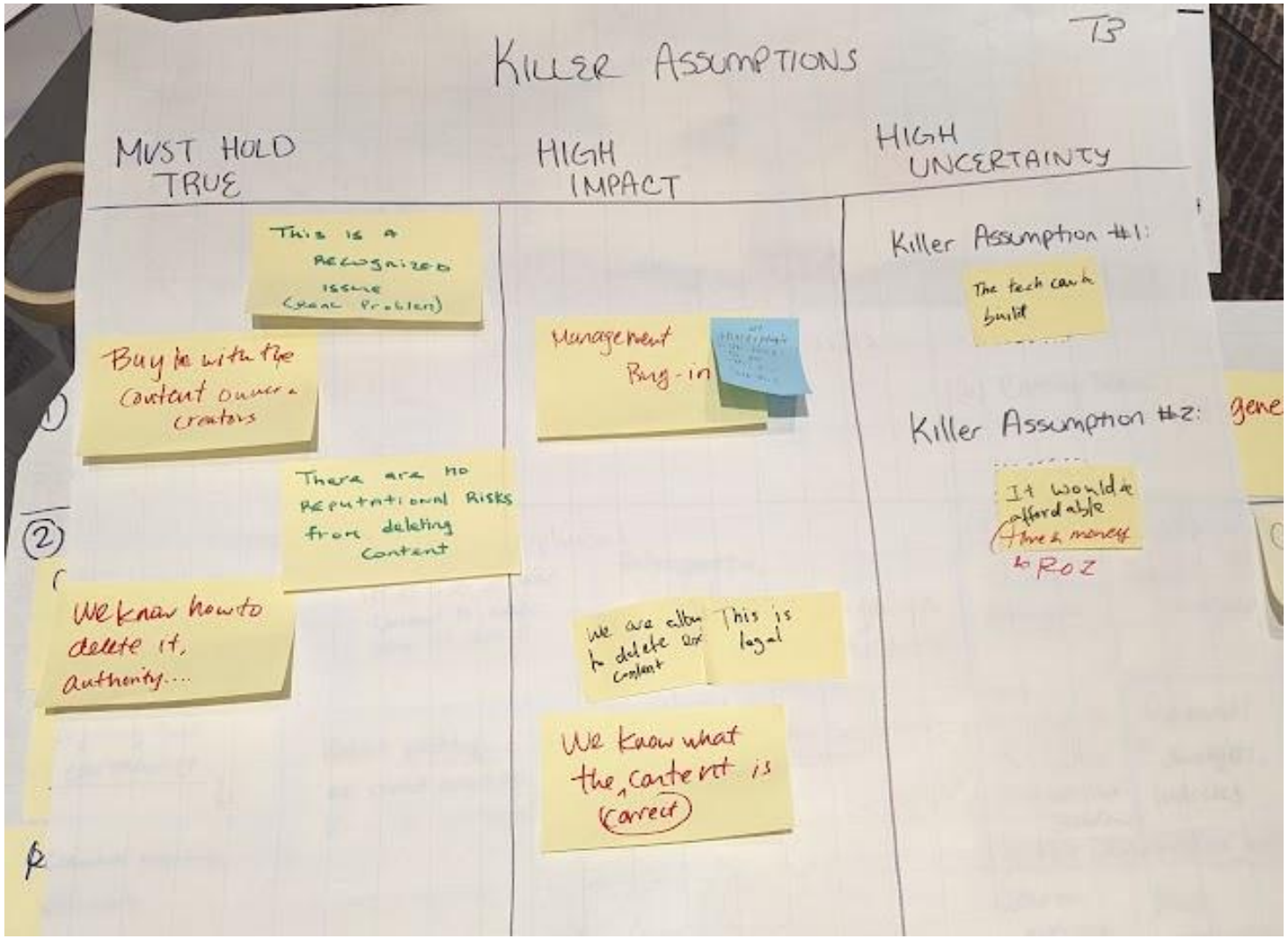
Day 2: Concept Portfolio



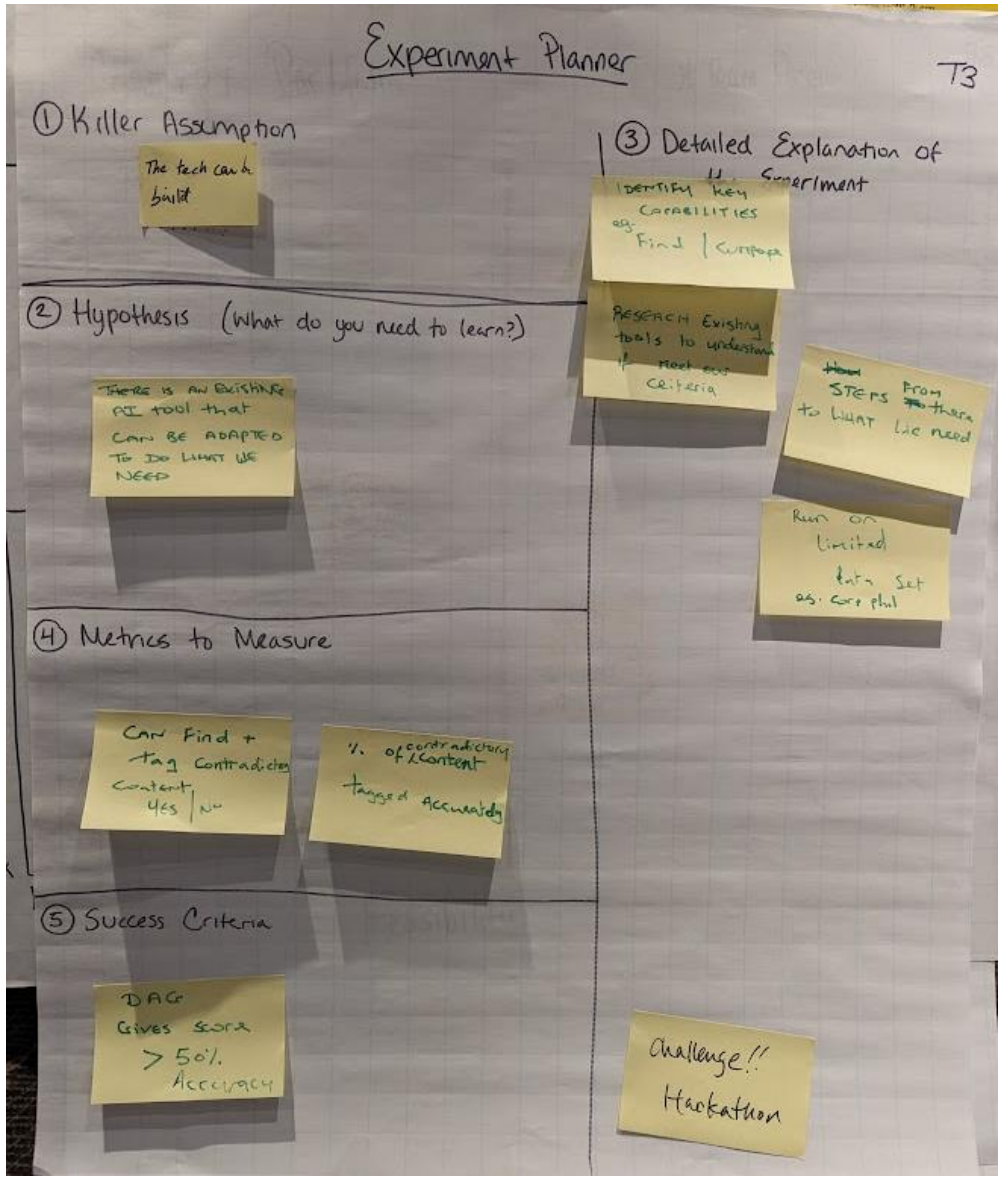
Day 2: Lean Concept Canvas



Day 2: Killer Assumptions

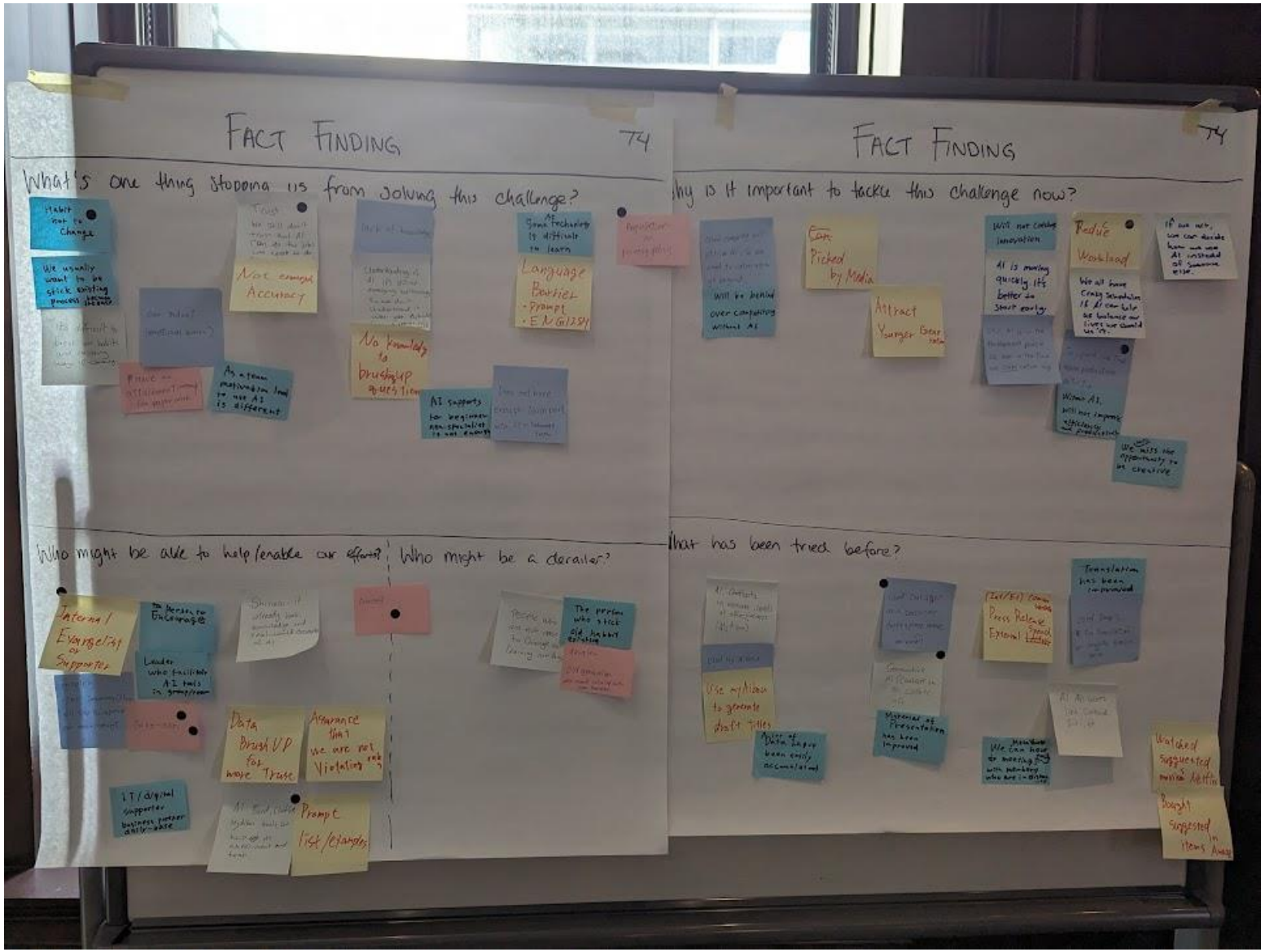


Day 2: Experiment Design

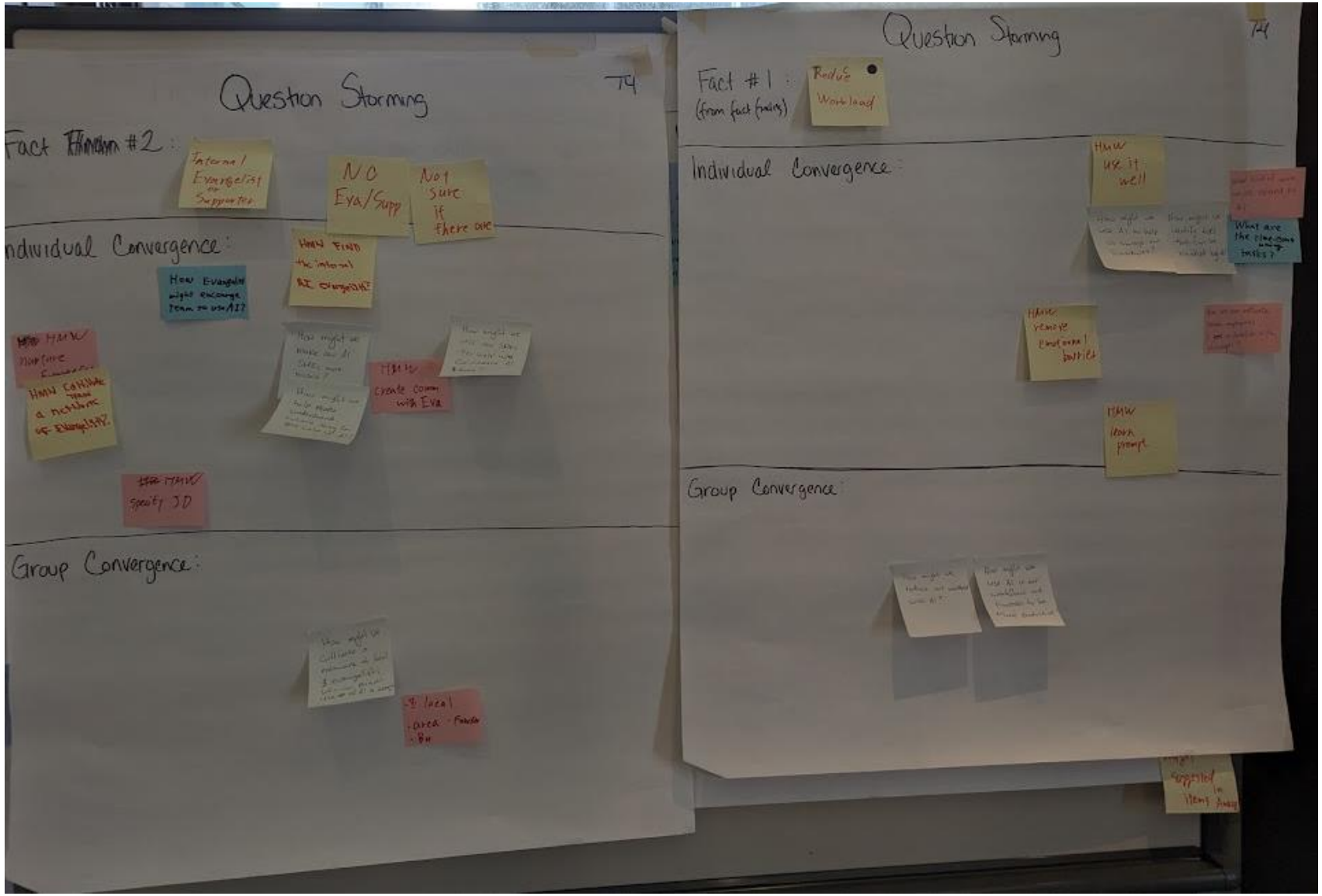


Team 4

Day 1: Fact-Finding

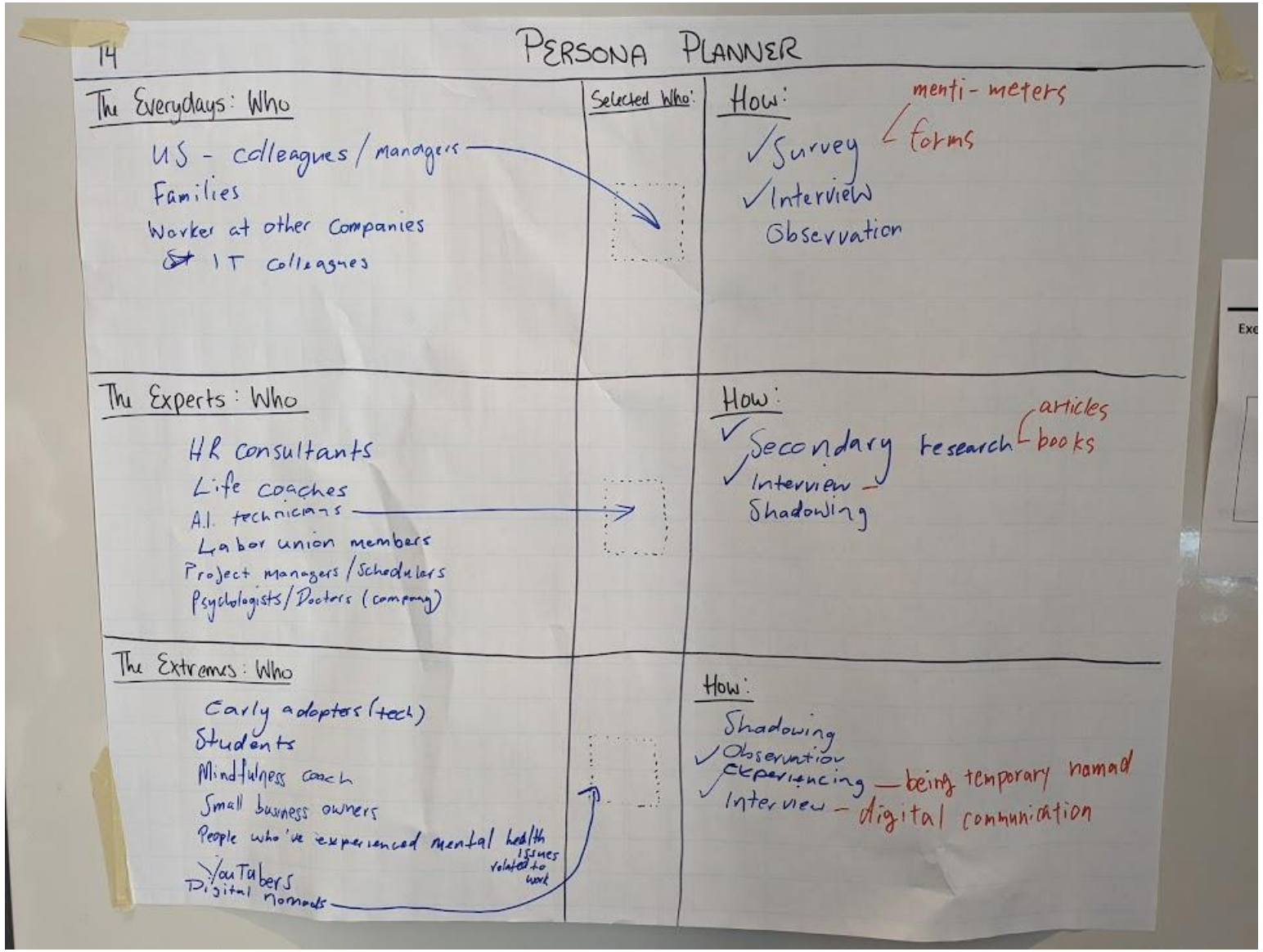


Day 1: Question Storming

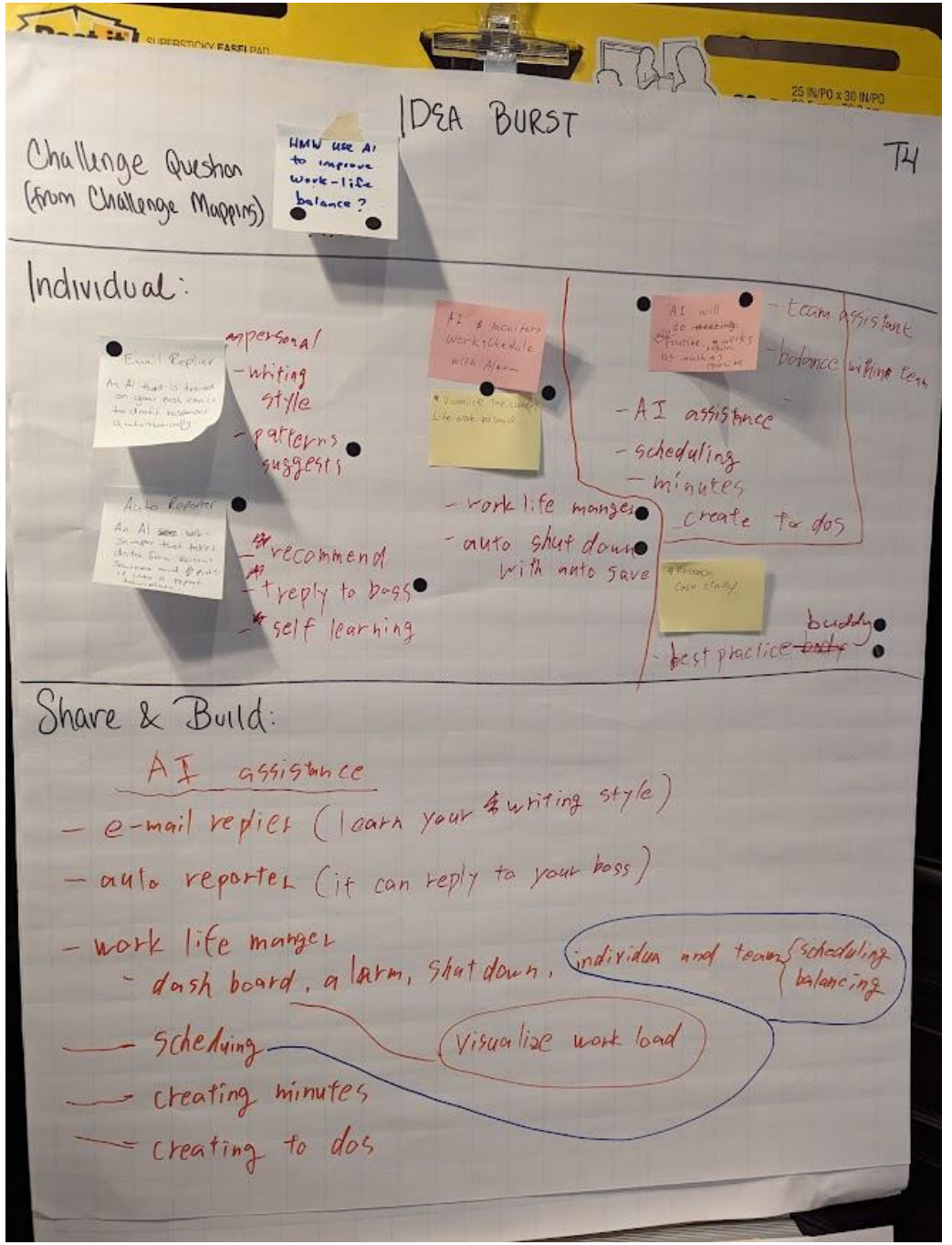


Day 1: Challenge Mapping

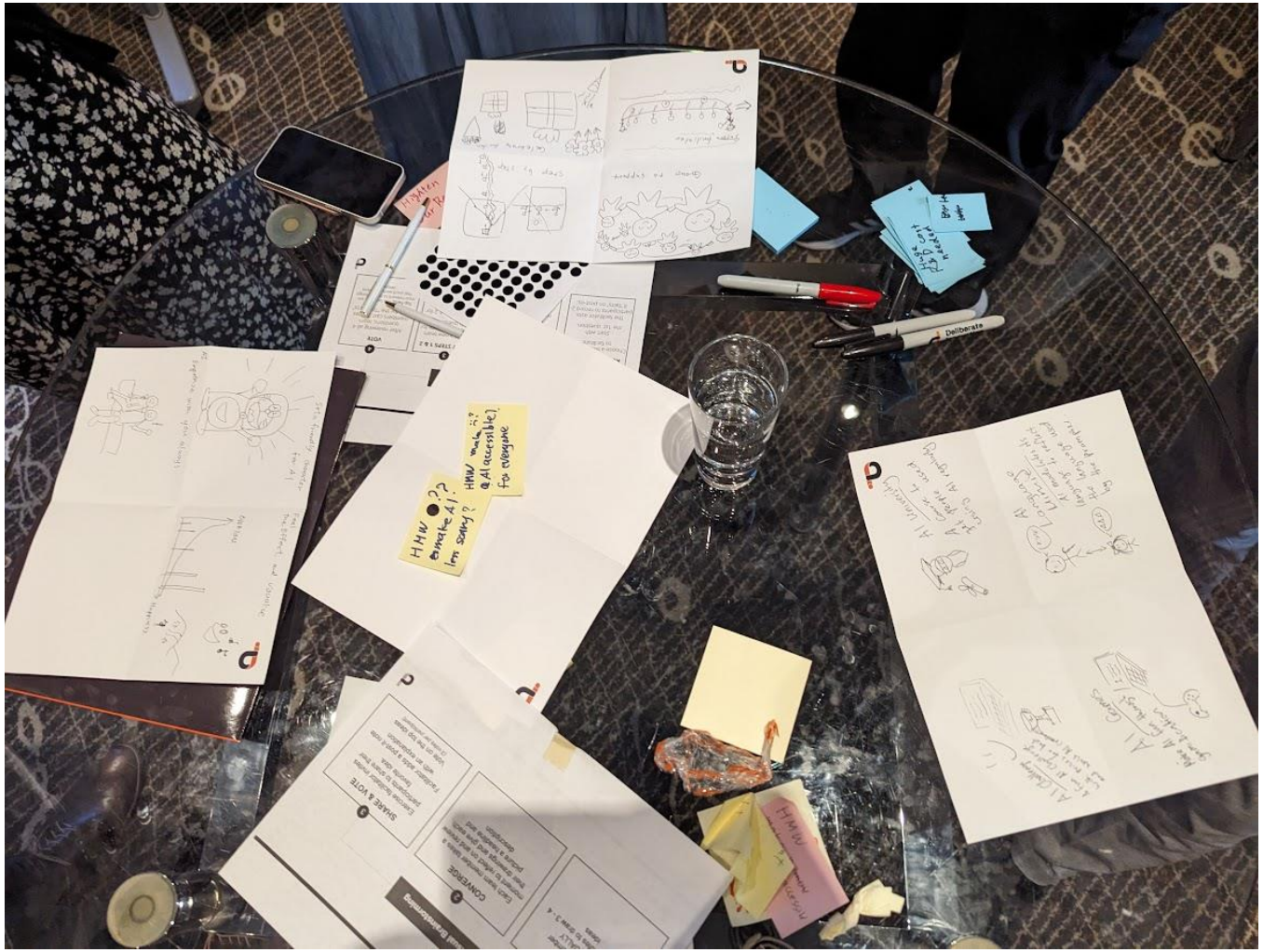
Day 1: Persona Planning



Day 1: Idea Burst

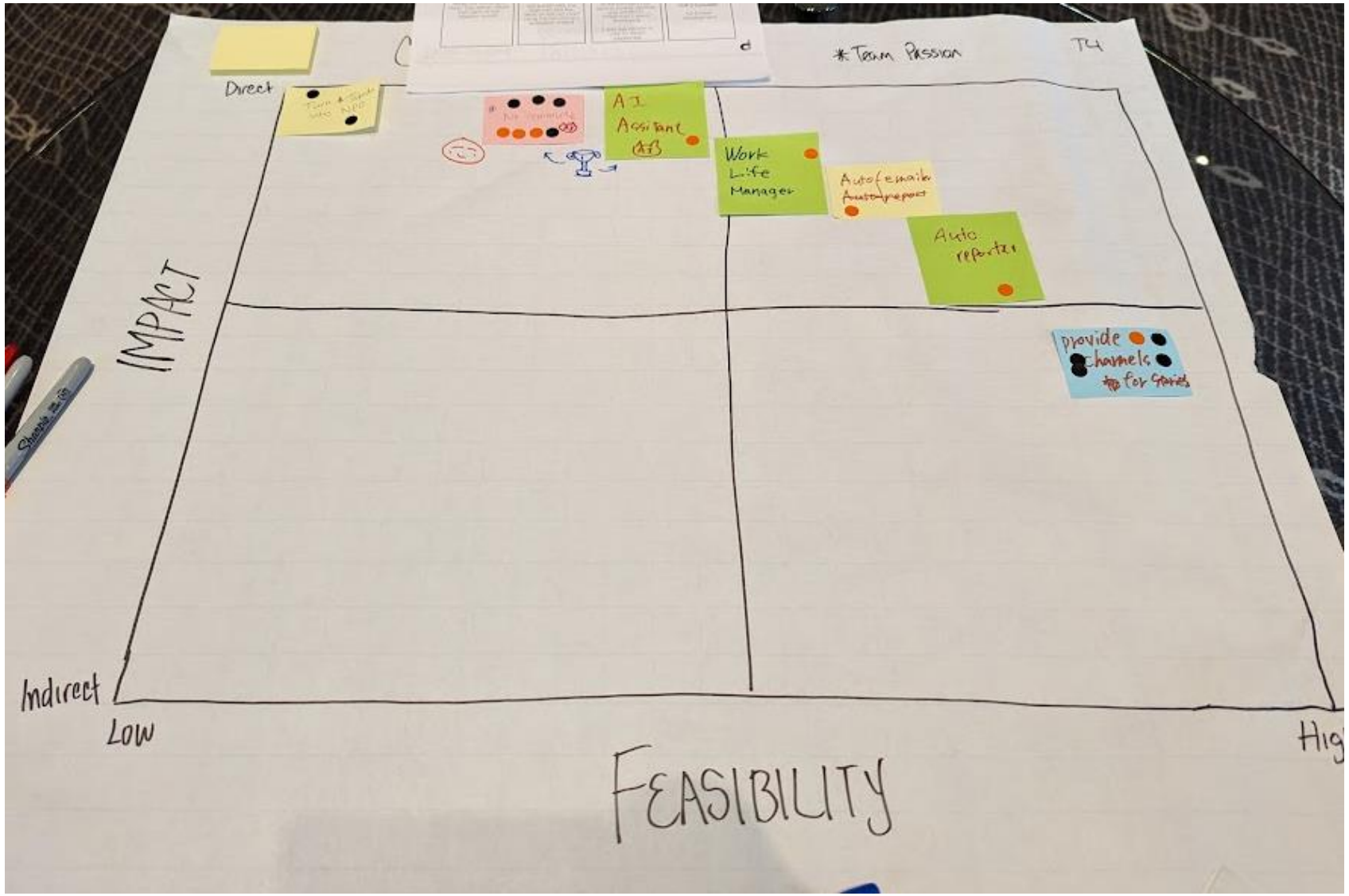


Day 1: Visual Brainstorming & Modelling

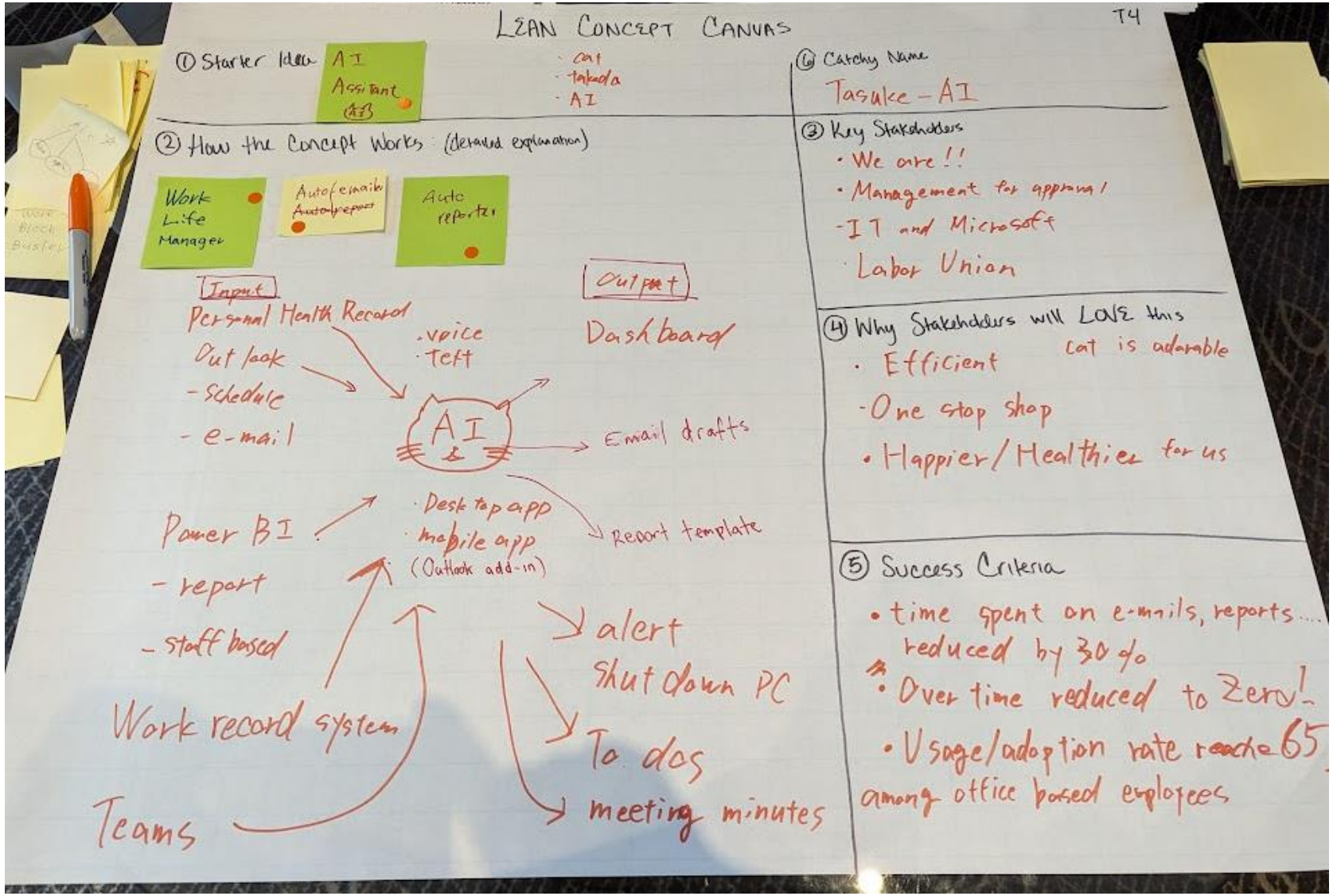


Day 2: Lateral Thinking

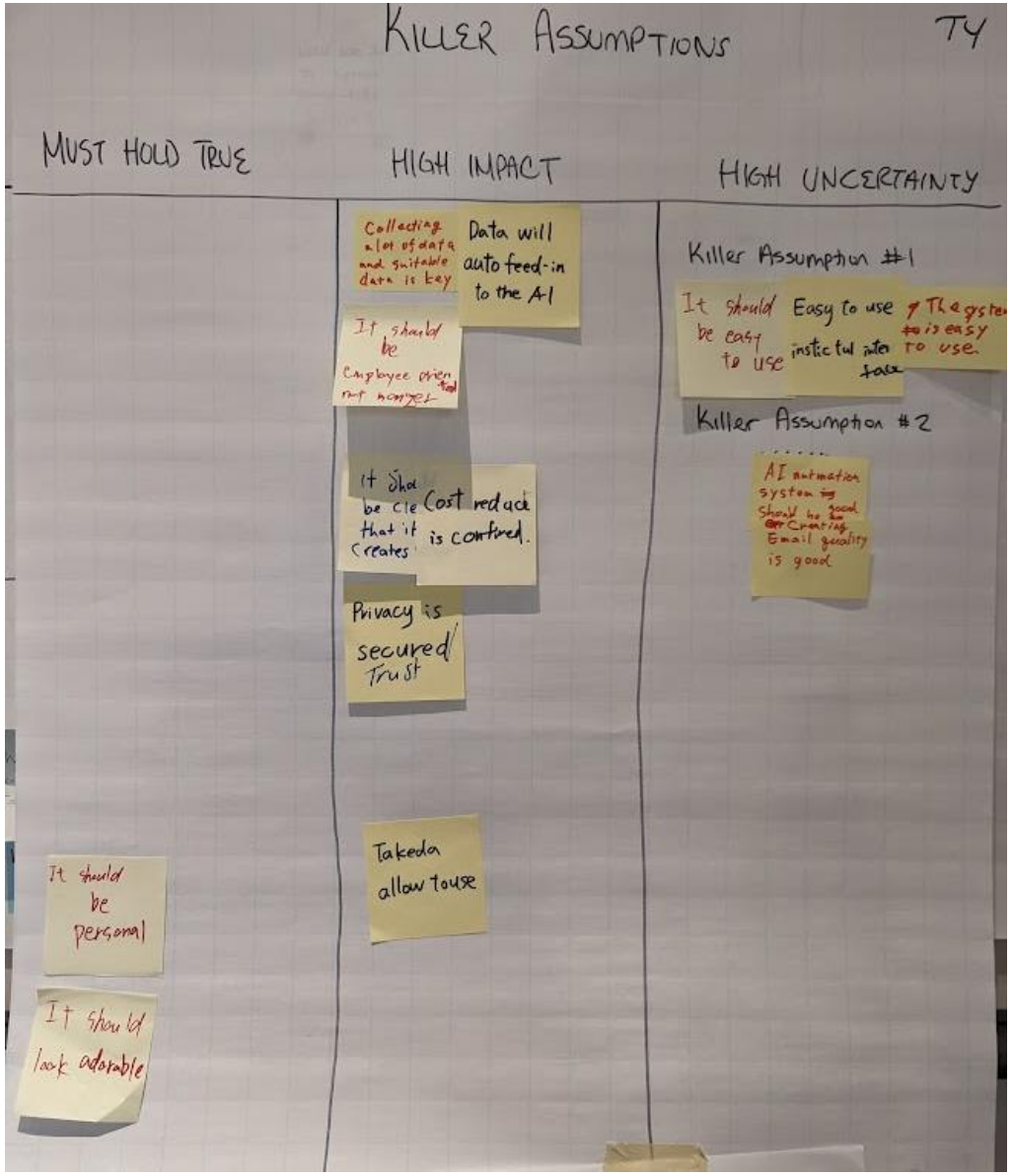
Day 2: Concept Portfolio



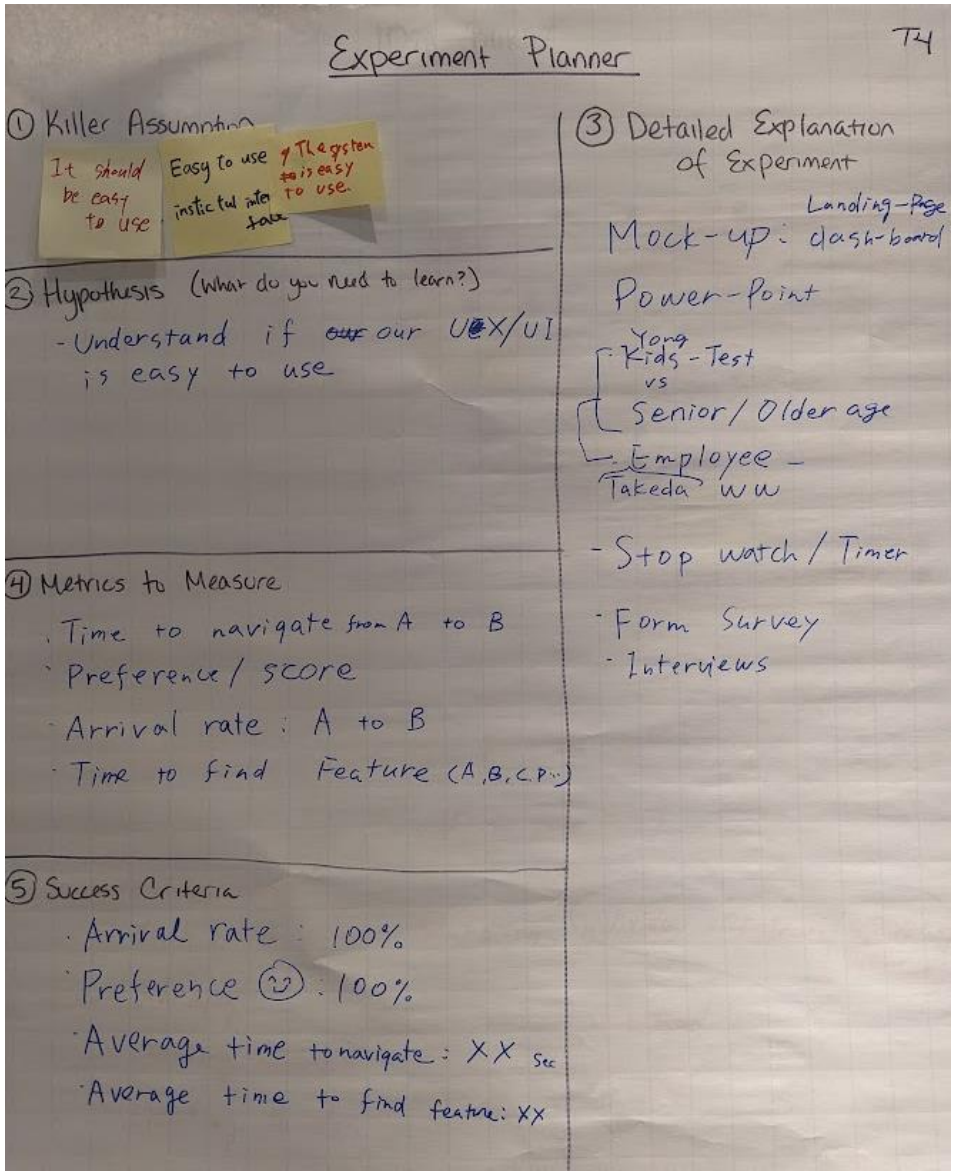
Day 2: Lean Concept Canvas



Day 2: Killer Assumptions



Day 2: Experiment Design



Action Planning: First Steps

Day 2: Action Planner – First Steps