Rapid ideation.

The next session Rapid Ideation aims to come up with as many ideas to solve the problem as possible. The most effective way to do this is to gather around a white board where everyone can see, team members say their ideas out loud and a scribe writes up each idea as they are called out. It is important ideas are spoken out aloud so everybody can hear and build on them.

Encourage everyone to share their ideas no matter how wild "out there" or seemingly unfeasible they may be. Encourage people to build on the ideas of others. It's not about who has the best idea it is about arriving at the best idea through collaboration. Team members should not question ideas or use negative language like "but" or "however" about other people's ideas as this will discourage participation and limit ideas. Instead encourage people to say "and" to add to ideas suggested.

It is also important for any leaders in a team to openly encourage other people's ideas to limit the possibility of deferring to the leaders opinion. As you can imagine, rapid ideation could become quite chaotic so set some ground rules first.

Suggested rules:
- Only one conversation at a time.
- Build on the ideas of others and combine.
- Defer judgement.

- It's all about quantity not quality.
- Make it wild.
- Don't filter.

Just get as many ideas as you can up on the board as the following sessions will filter out those that don't suit the problem statement or aren't feasible for some reason. This is an important session for the facilitator to encourage all people to give ideas. The facilitator should move amongst the groups using encouraging language and watching for quiet or reserved people and encouraging them to share their ideas.

Use the DVF framework to narrow the choice.

The next session uses the filters of **Desirability, Viability, and Feasibility (DVF)** to narrow down the choice of ideas. You're looking for the ideas that sit closest to the intersection of DVF.

Depending on the numbers of ideas generated in the ideation session it may be useful to have a quick sanity check to whittle out those that are clearly not going to be constructive in this instance.

Desirability
(Customer lens)

Viability
(Business lens)

Feasibility
(Technology lens)
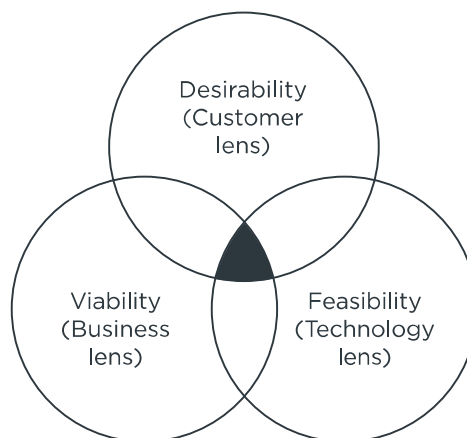
There is a DVF framework tool on page 34.

Take care though that you don't discard ideas just because they may seem too hard or too risky because they may well be the best idea and just take further development to see their true potential.

There may also be ideas that come up that may not be suitable for this problem, but may have applications elsewhere. So keep a record of all ideas as they may provide further inspiration in the future. It may also be possible to join some of the ideas into one idea.

The Desirability of an idea takes into account the customer factors.

For example:
- What is the impact on the WHO?
- Does it address their pain point or create a 'wow' moment for them?
- How many customers will it affect?
- How much would they be willing to pay?
- How would success change things?
- What is the measure of success?

The Viability of an idea looks at the concept from a business perspective.

For example:
- Will it attract new customers?
- Will it generate revenue?
- How much will it cost?
- Will it save costs?
- How does it compare with our competitors?
- Does it align with our brand and business strategy?

The Feasibility of an idea refers to the operational and technological aspects.

For example:
- How does this fit with current operations?
- How much change is needed to make it fit?
- Is the technology existing?
- Or do we need to create it?
- How would you deliver on the idea?
- How will customers be transitioned and what will be the impact?
- Are there any physical, cultural, or other constraints?

Use the DVF framework tool for each of the ideas. Ask and answer appropriate questions to identify those ideas that are the most desirable, viable, and feasible. The questions shown above are just a sample. Encourage your Crew to add questions that are relevant to the scenario.

Your aim is to end up with a manageable number of ideas to refine and develop further. Depending on the size of the team and the time available there should be a minimum of two ideas taken further. Other ideas not developed further can always be revisited at a later time so make sure they're not lost or discarded.

Refine the ideas.

Now that the ideas have been narrowed down to a select few, it's time to flesh them out further.

In the first session of the collision workshop your teams developed a Problem Statement that articulated the WHO, WHAT, and WHY about the problem to be solved. This session and the next address the HOW.

Refining the idea and developing the concept might seem very similar. Refining the idea is about ensuring the team are all on the same page, have a clear understanding of what the idea is, and are all engaged in bringing it to life. Developing the concept in the next step, ensures the idea is still solving for the original problem and can be sold/explained to stakeholders.

Use the Refining ideas tool to explain what the idea is and how IT (the Idea Thing) will solve the problem.

1.	Give the idea life by assigning IT a name and a tag-line.
2.	Then draw a sketch of what IT might look like.
3.	The sketch is not meant to be exact. Its purpose is to give the team a common image and shared vision of the outcome of the idea. If the idea is a process change or similar as opposed to a physical object then draw a flow chart or something that signifies the end outcome. Now describe IT in words. Just a sentence or two to communicate the essence of the solution.
4.	Then think about the features of IT that are going to address/solve the problem.
5.	Finally, spell out how IT actually works and what the anticipated outcome would be.

Develop the concepts.

Following on from refining the idea which helped to further clarify exactly what IT is and how IT addresses the problem, the next stage of developing the concept tests whether the idea is still solving for the original problem and whether it can be sold/explained to stakeholders.

This is a reality check to ensure this idea is the one we want to move onto prototyping.

1. Describe the concept/product/ service/business model.

2. List the reasons that customers will get excited about IT.

3. List the reasons the business/organisation will get excited about IT.

4. List the challenges/risks that may need to be addressed and how they'll be addressed.

5. Describe how IT will be tested and how learnings from the testing will be implemented.

This will assist with the next couple of stages which are to prototype, test, iterate, and then pitch your idea to the Decision-maker.

⬡ DVF framework.

Record relevant questions about Desirability, Viability, and Feasibility in the first column, and the answers in the second. Then indicate on the diagram where the idea seems to fit. For more information on the DVF Framework refer to page 18 of the guide.

Idea being assessed:

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_____

_____

_____

Desirability
(Customer lens)

Viability
(Business
lens)

Feasibility
(Technology
lens)

DESIRABILITY – Customer lens	

VIABILITY – Business lens	

FEASIBILITY – Technology lens	