

A close-up photograph of a hand sprinkling a fine, light-colored powder (likely a seasoning or spice) onto a shallow, light-colored ceramic dish. The powder is captured mid-air, creating a soft, ethereal trail. The background is blurred, showing a warm, golden light source, possibly a lamp, and other dishes on a table.

Is your product lacking flavor? Add a dash of *Innovation!*

Marissa Bornholdt

Paul Boos

101 Uses*

Quickly elect someone and that person will come to the table of objects where they will grab one to take back to the table. (First come, first serve!)

Within your group, you will go round-robin thinking of uses for this object over the next 5 minutes.

- The first person will state a potential use for the object.
- After first agreeing with what the first person says, the second person will then build on the idea and add something new by saying, “Yes and...” and state another use for the object.
- Continue going around the table until your group is out of ideas or you hit 5 minutes.

Take 2 minutes and think through what potential uses for the object will really work and are especially unique. For any ideas that won't work, what ways can you improve on the ideas to make better.

The facilitator will ask for a few tables to share out their results.

**based on Improv*

101 Uses: Debrief

- What did you find easy? Challenging?
- How did this help inspire creative thinking?
- How would you use this in your workplace?
- How might this change the culture of your organization?





The State of Innovation

- Marissa and Paul supported a large program inside a Fortune 500 client
- They used a SAFe construct
- 0, no, nada, nil time was set aside for innovation activities at any point
- How many of you see this?

It was pretty bland.



Excella

Innovation & Planning (IP) Iterations/Sprints

IP Sprints are intended to have the following 3 items:

- Program Increment (PI) Planning (2 days)
 - Prepares work for next PI
- Inspect & Adapt Event (~2-3 hours)
 - Retrospect on actions to improve the next PI
- **Innovation/Time to try out ideas** - freely associated to the product or processes the teams are using
 - Create new and better product or process improvements
- Any remainder *can* be spent to finish off tasks...

usually
replaces

So, what was Done?

- Added something spicy to give a little shock
- Replaced I&A event with 101 Uses and then generated ideas – they could be **ANYTHING!!**
 - Want to know something funny? Most related to the program and all to the company.
 - Little transition into the program and the value was questionable.
- Next IP Sprint, these ideas became the starting point for innovations

fast forward 2 Pls...



Give Them a Hot Tub* - Part 1



Individually or in groups of people at the table that work together, think about a product you provide to your customers – internal or external. You won't share this unless you want to...



Over the next 3 min, brainstorm an outrageous product feature or service offering you could *add into or with* this product. They need to provide something you think your customers could use **and** you can be as outlandish as you want; no need to self-censure.



The next slide will give an example.
(and how Part 2 begins to fit in...)

**from Innovation Games by Luke Hohmann*



Home Insert Draw Page Layout Formulas Data Review View Tell me

Calibri (Body) 12 A A⁺ B I U \$ % , <0.00 >0.00

Conditional Formatting Format as Table Cell Styles Insert Delete Format

Sort & Filter

Office Update To keep up-to-date with security updates, fixes, and improvements, choose Check for Updates.

D10 fx 0.48

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Mortgage Report Extract												
2													
3													
4													
5			# Morgages (in K)	Average Mortgage Price	Average Risk Factor								
6	Stand-Alone Homes > 5 Bedrooms	10.8	\$	297,466.00	0.89								
7	Stand-Alone Homes < 3 Bedrooms	93.9	\$	104,937.00	0.62								
8	Attached Homes (Row or Townhomes)	67.4	\$	87,506.00	0.45								
9	Duplexes	42.6	\$	55,213.00	0.41								
10	Condominiums	43.4	\$	77,651.00	0.48								
11													
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14													
15													
16													
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35													

It's 7pm and I still haven't Eaten!

I'm Hungry!

Share Comments

Find... Reorder... Go To... Go To Specials...

- Pizza
- Noodles
- Tacos
- Sushi
- Burgers

Door Dash Help Line...

Give Them a Hot Tub* - Part 1



Individually or in groups of people at the table that work together, think about a product you provide to your customers – internal or external. You won't share this unless you want to...



Over the next 3 min, brainstorm an outrageous product feature or service offering you could *add into or with* this product. They need to provide something you think your customers could use **and** you can be as outlandish as you want; no need to self-censure.



The next slide will give an example.
(and how Part 2 begins to fit in...)

**from InnovationGames by Luke Hohmann*



Give Them a Hot Tub - Part 2



What pains will it relieve or what benefits will it provide?



What is a realistic idea to implement that would help bring about that pain relief or benefit?



What would this feature or service look like?



Take 5 min to understand these.



Give Them a Hot Tub Debrief

- How did that feel?
- What made this easy? Challenging?
- How might this focus a target for innovation?
- How might this give you potential empathy for your customer?



*Innovation is
more than
dumping spice
into your mix.*

So, here's the recipe so far...

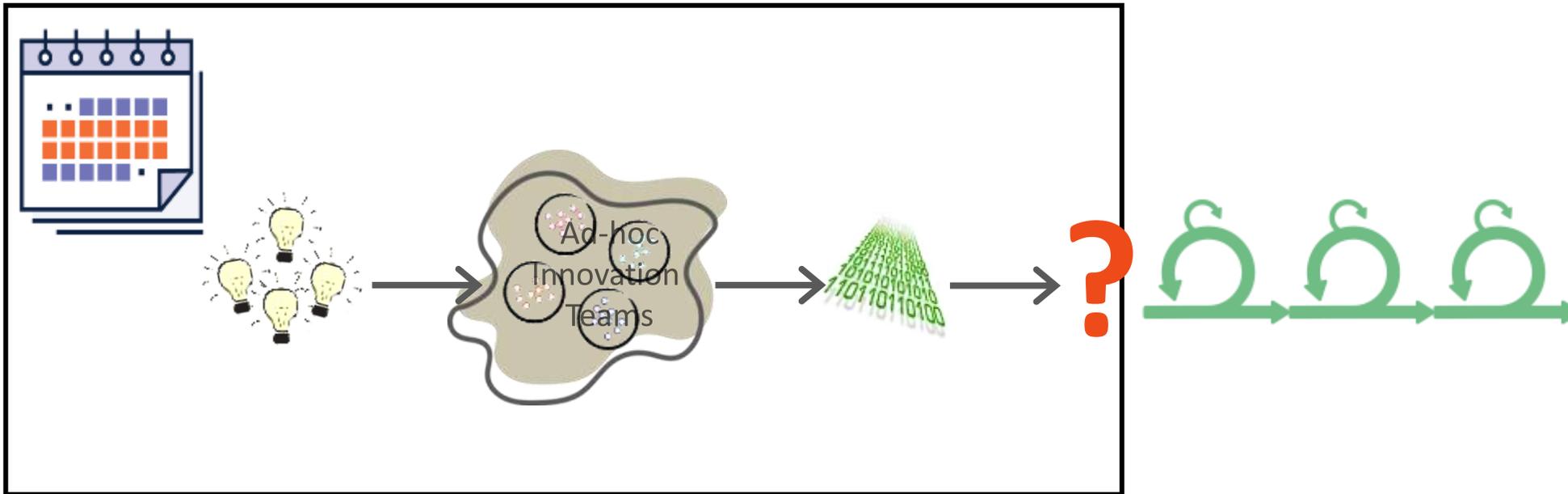


Making the
Recipe of
Innovation



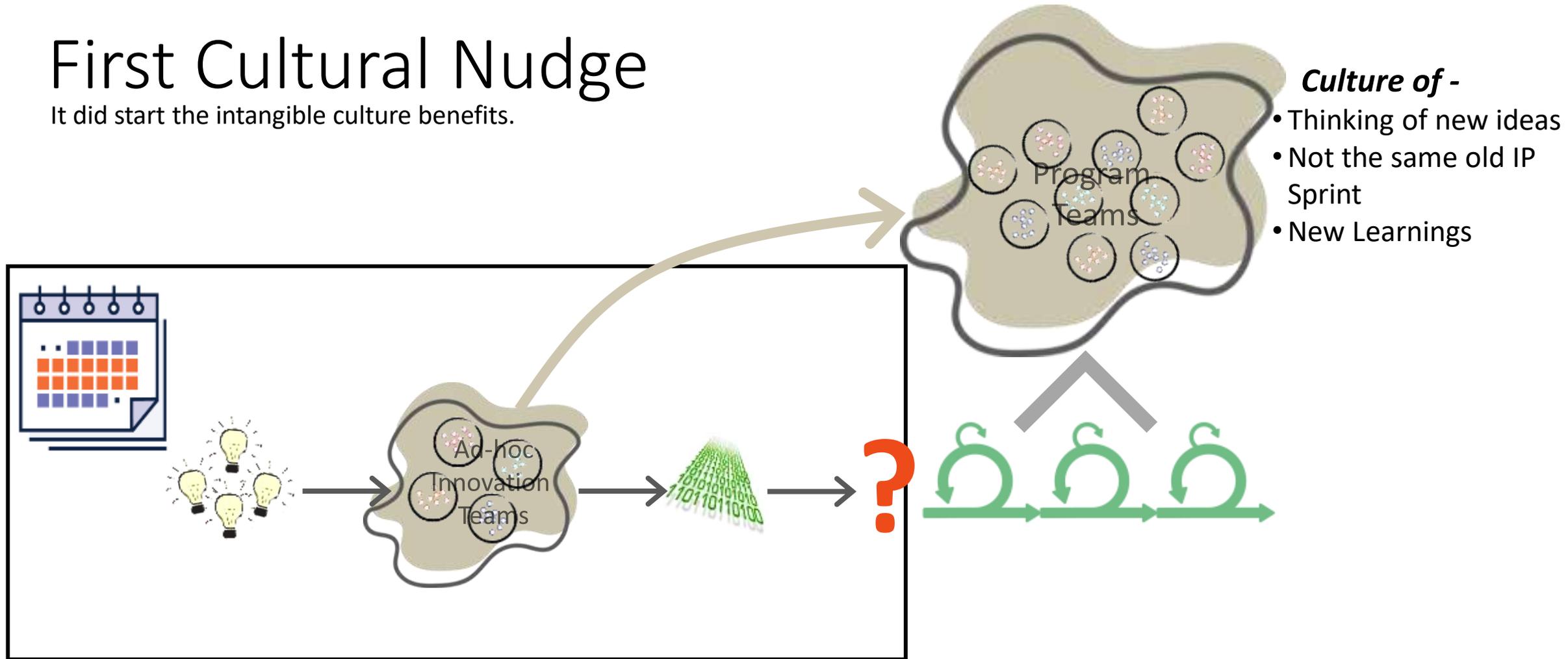
Where we started with our spice introduction

Little transition occurred and for what did, the value was unknown.



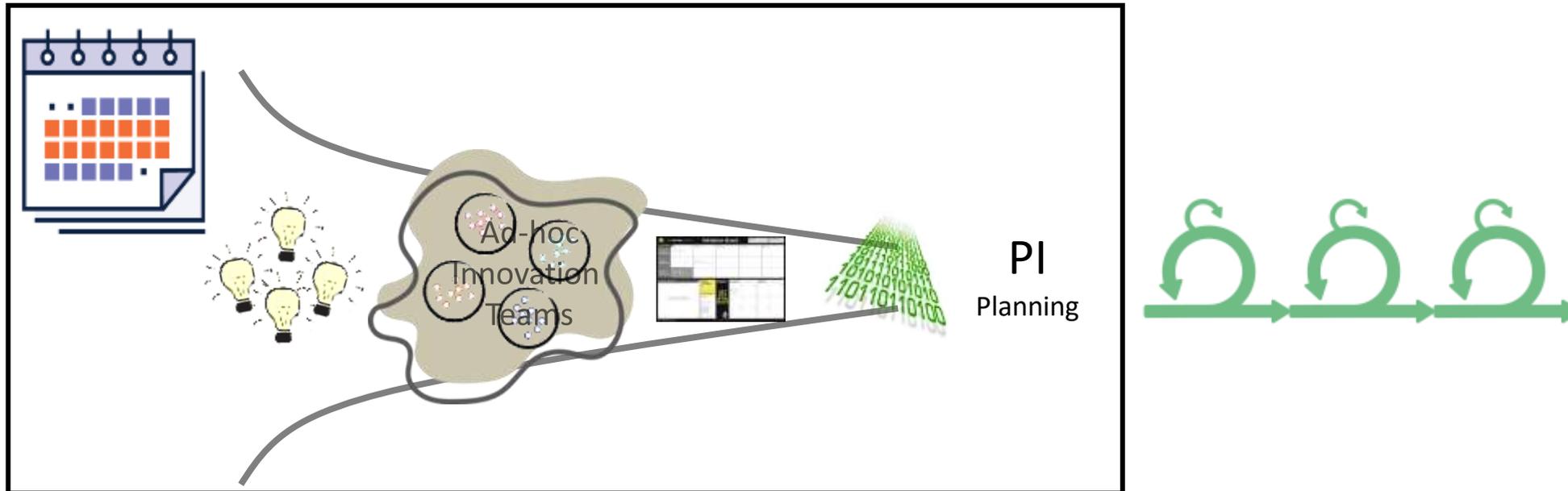
First Cultural Nudge

It did start the intangible culture benefits.



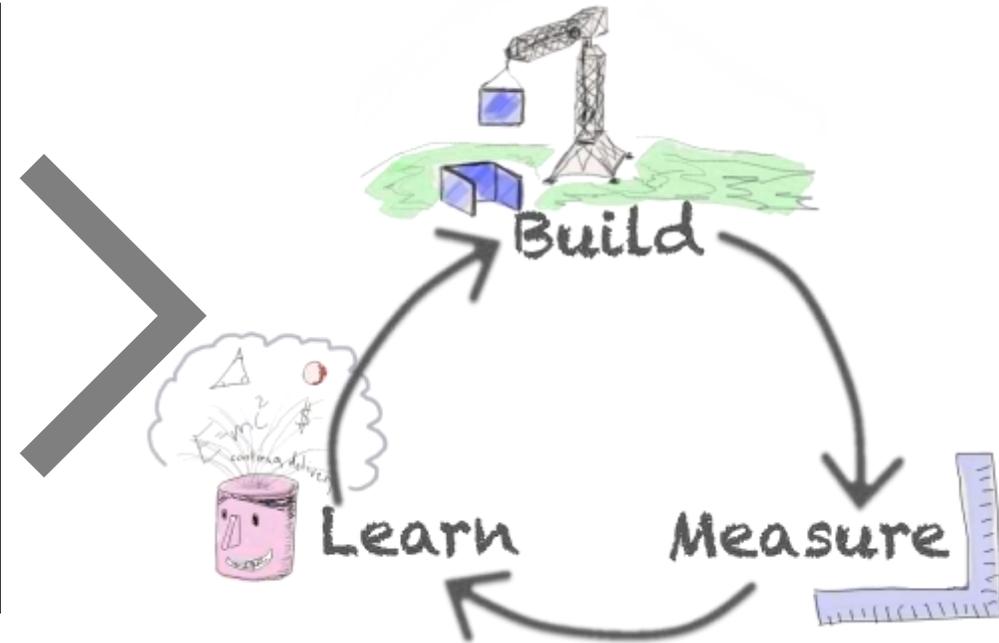
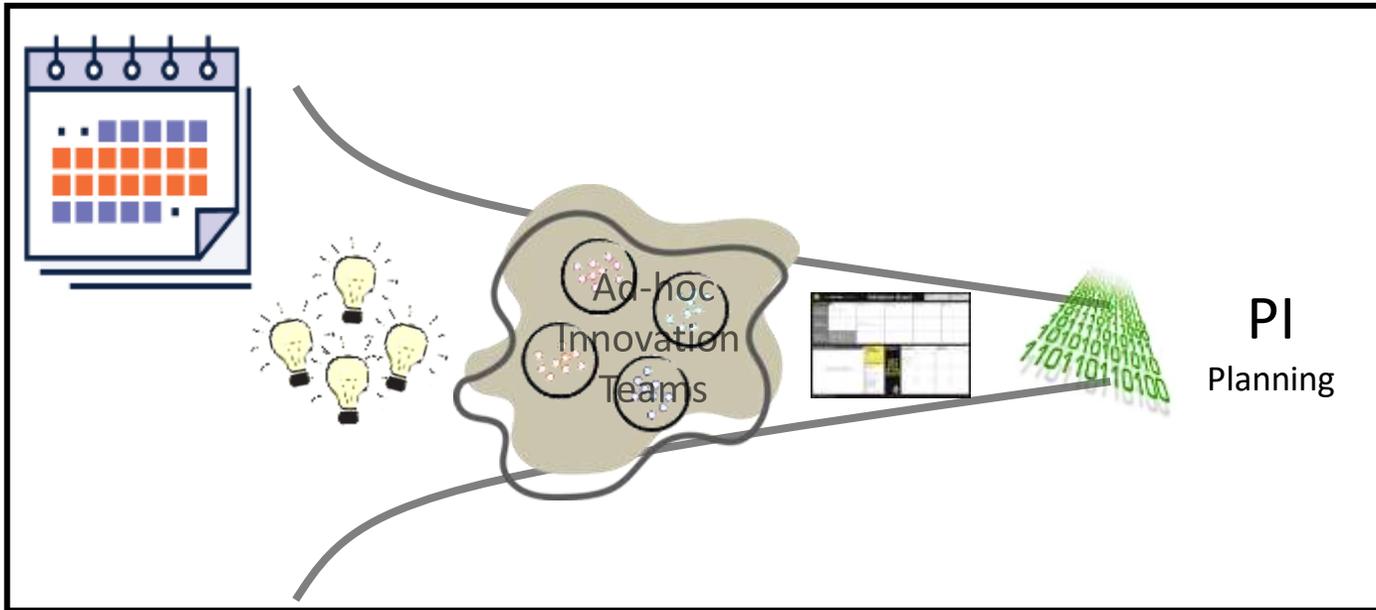
Our Next Nudge

Test the ideas we have for business value.
Validated ideas go into PI Planning → PI.



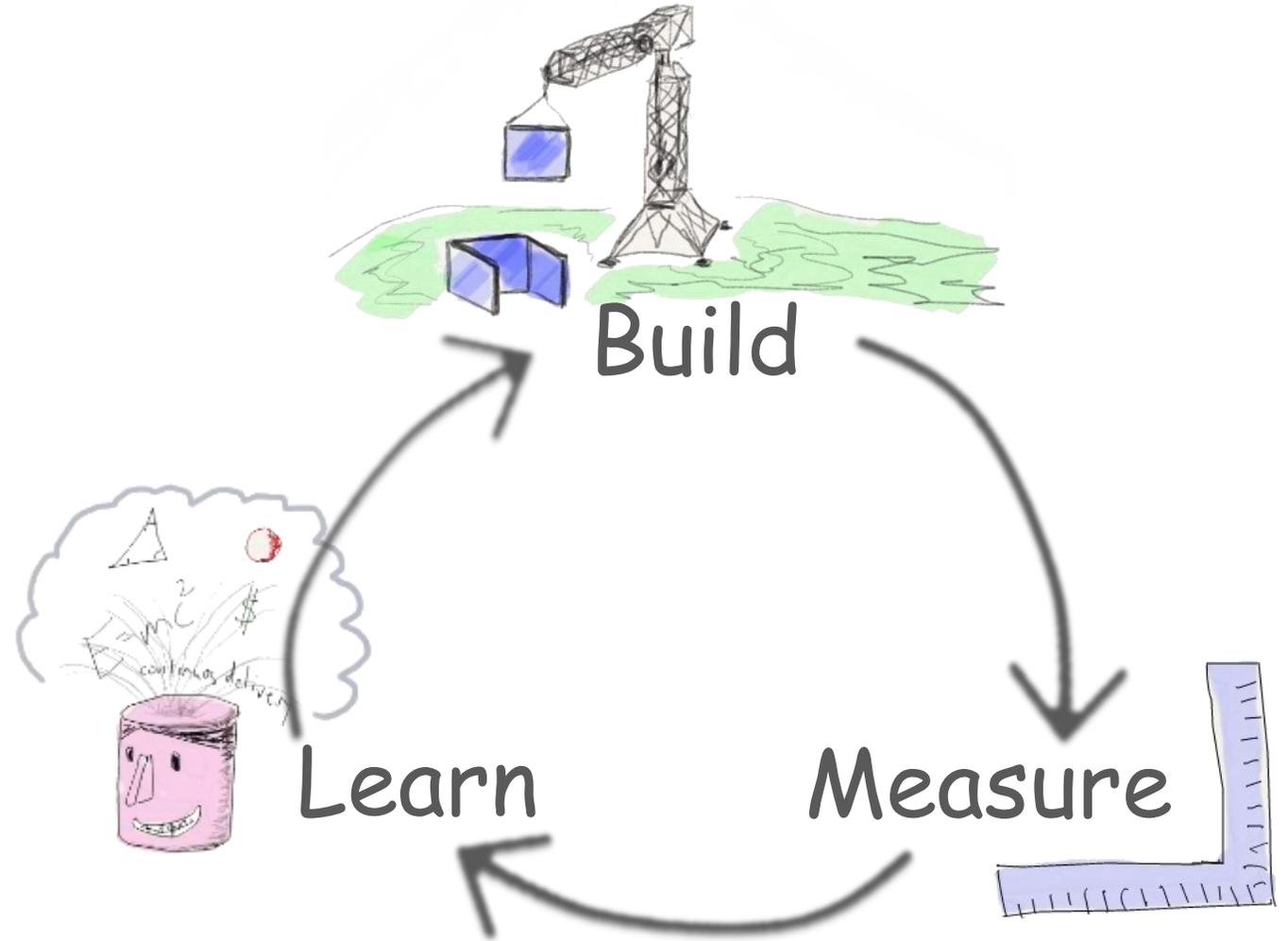
The Approach

Use Lean Start-up as the Framework
for the innovation within the IP Sprint.



Lean Start-up*

It's not just for start-ups.



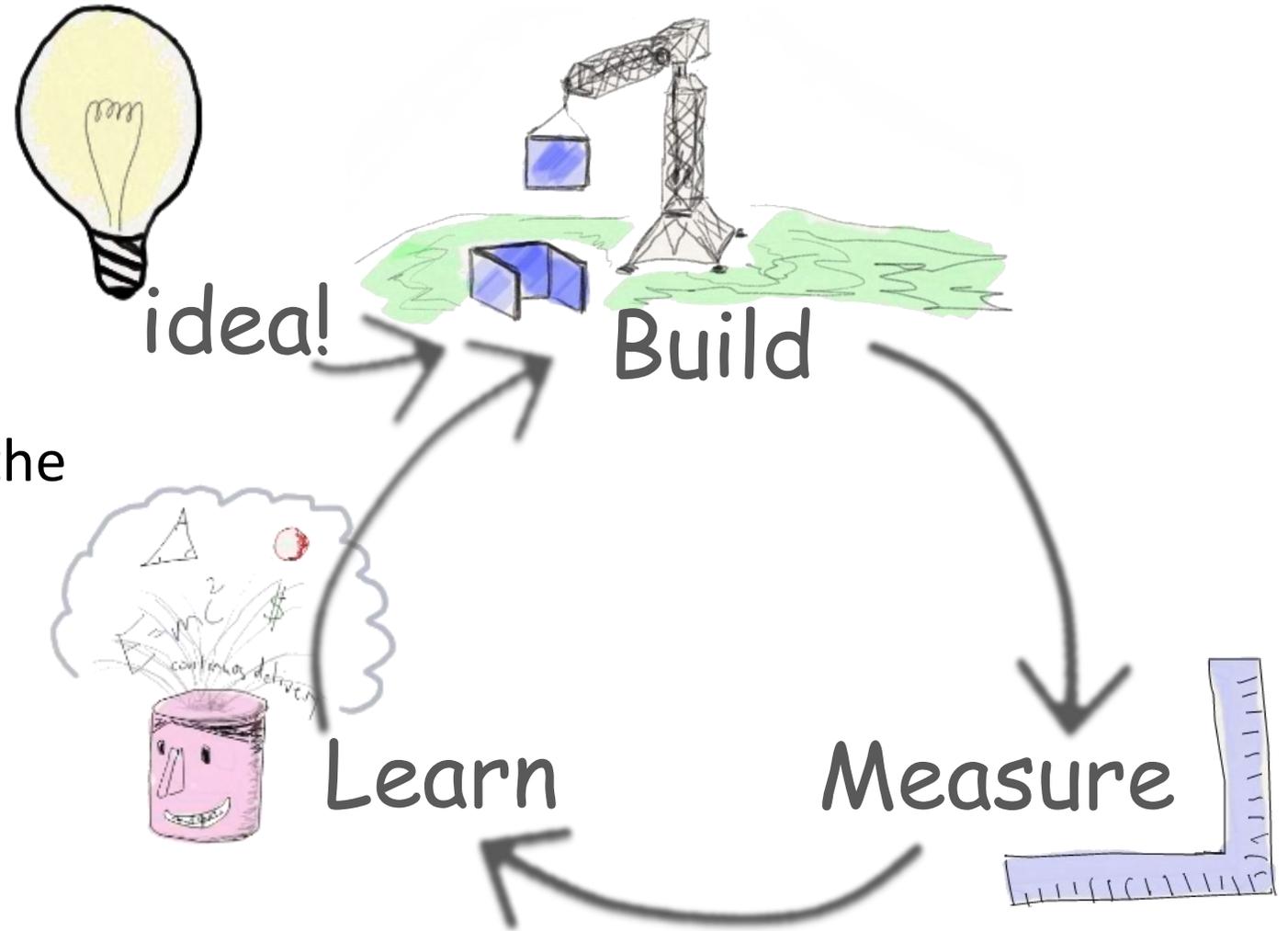
**from Lean Start-up by Eric Ries*

Lean Start-up

It's not just for start-ups.

Isn't iterative development doing this?

- Validating business ideas, before building and testing the software enabling an idea

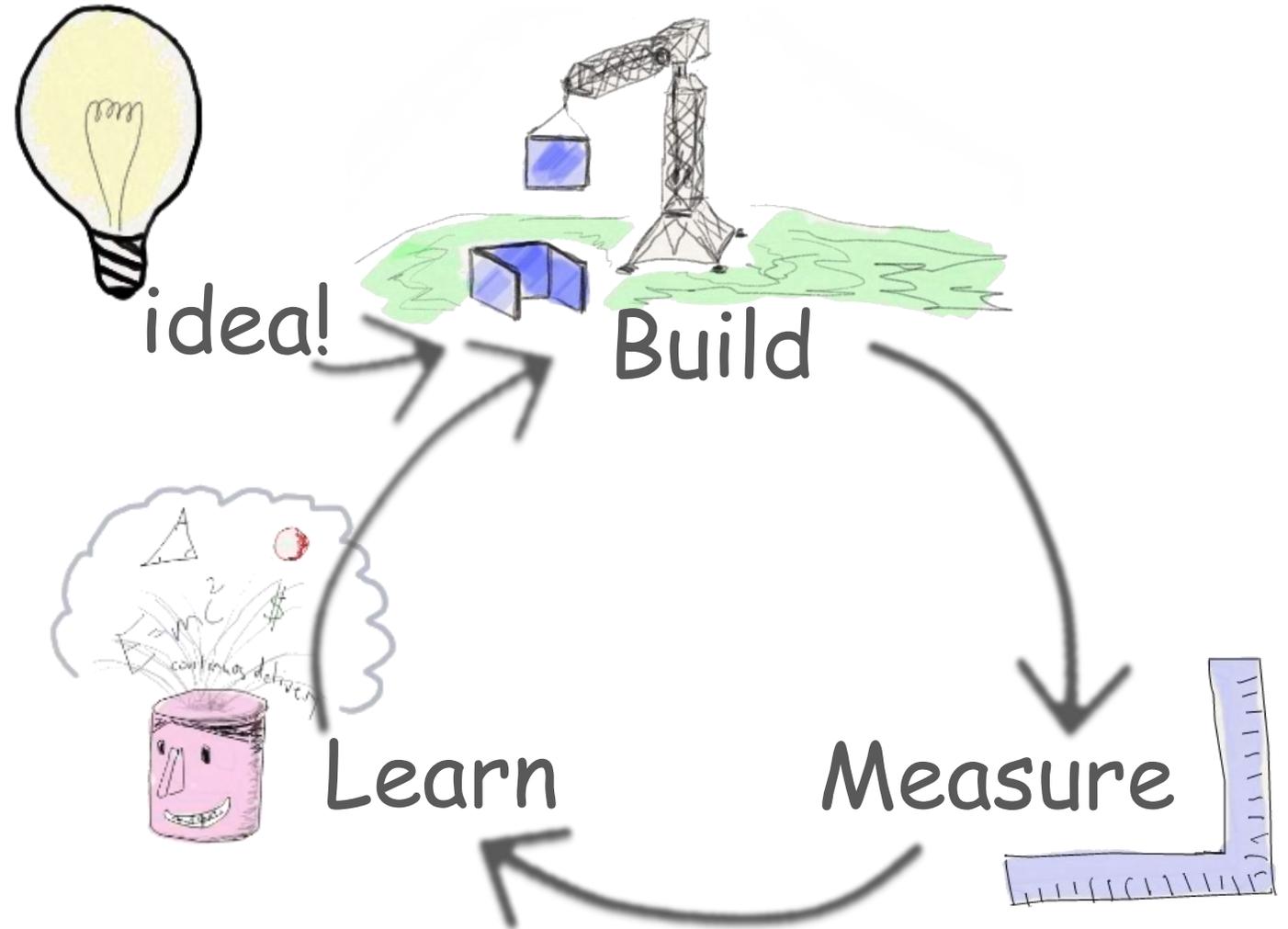


Lean Start-up

It's not just for start-ups.

How does Product Ownership fit?

- Separating out business ideas to test
- Constructing the hypothesis and execute the tests



STAND BACK



**I'M GOING TO TRY
SCIENCE**



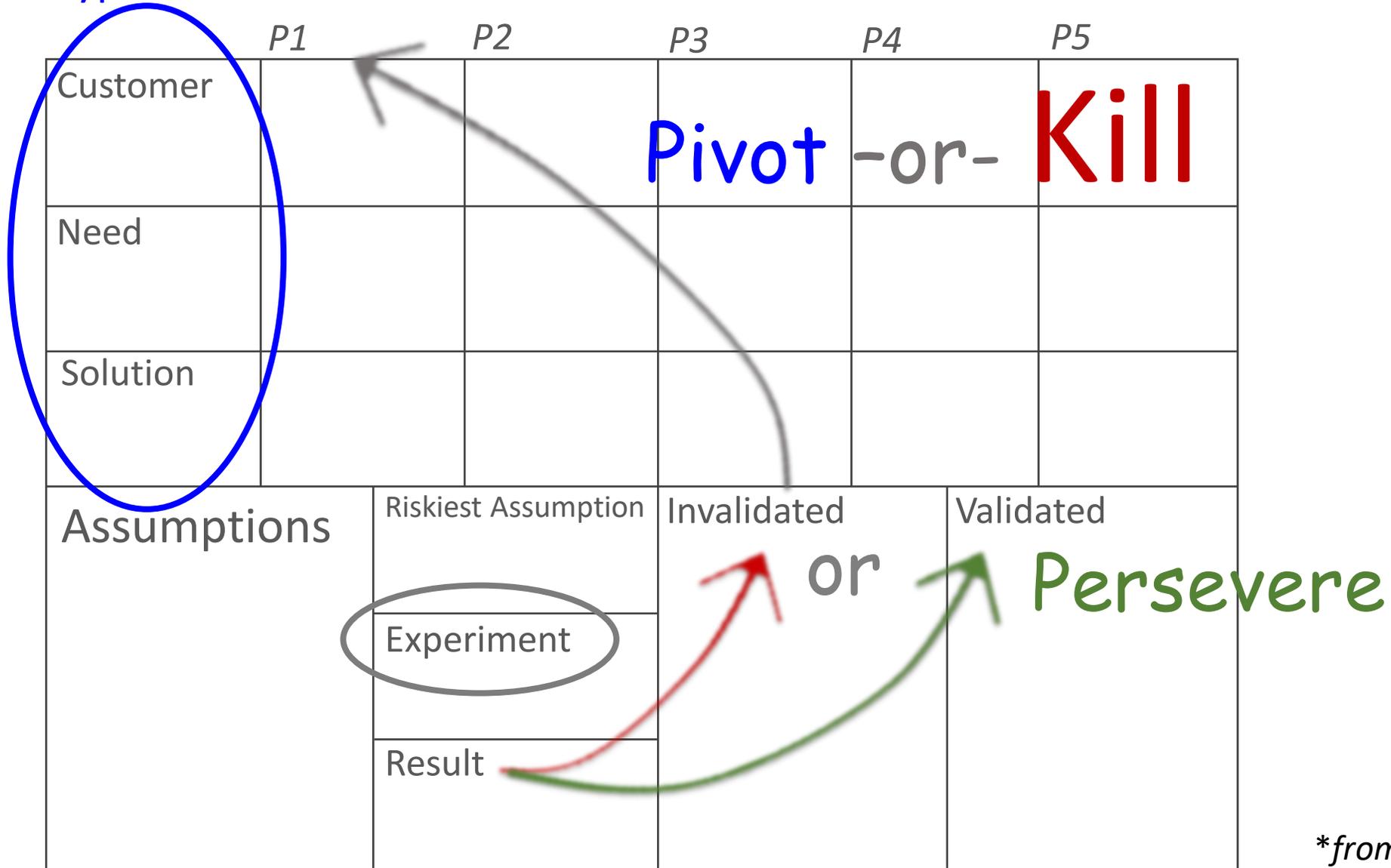
[
solution
need
customer
]

test
our
Hypothesis



Lean Start-up Validation Board*

Hypothesis



*from Lean Start-up Machine

GreenEase Validation Board

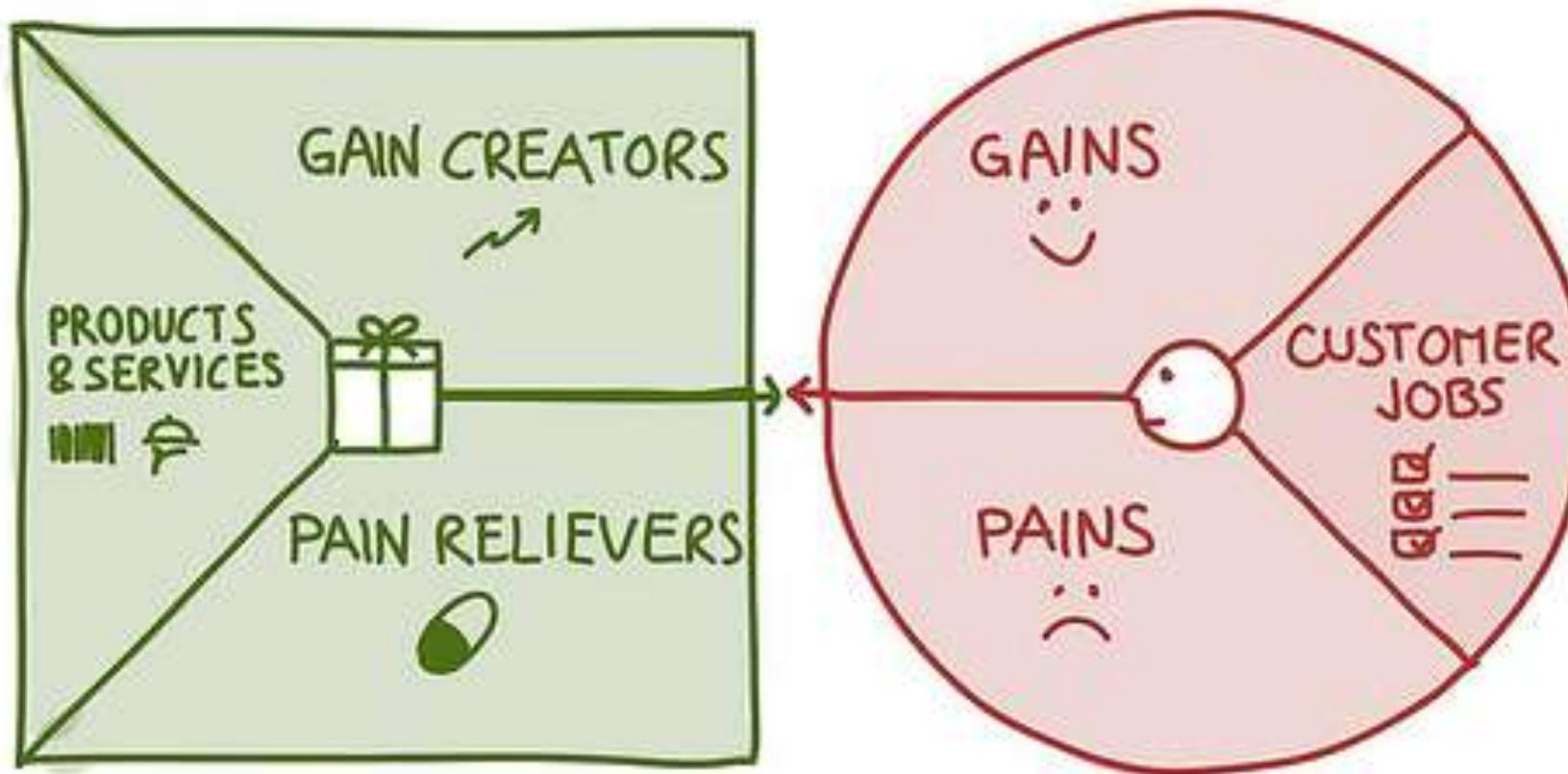
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions	Riskiest Assumption		Invalidated		Validated
	Experiment				
	Result				

Your Turn to Try It Out

- For the next 3 minutes, use the Lean Start-up Validation Board to note the possible **solution** (idea) to solve a **need** for a particular **customer** you have.
- This is a *hypothesis*, so there should be some unknowns about it!
- If you have others at the table working for the same company, *please work together*.
 - What will you implement?
 - What does it help solve?
 - What customer is this for? Is it a particular customer segment? Persona? Role?
 - *Be concise! Think elevator pitch!*
- You could start with the possible idea you had from the Give Them a Hot Tub ~~game~~ errrr exercise.



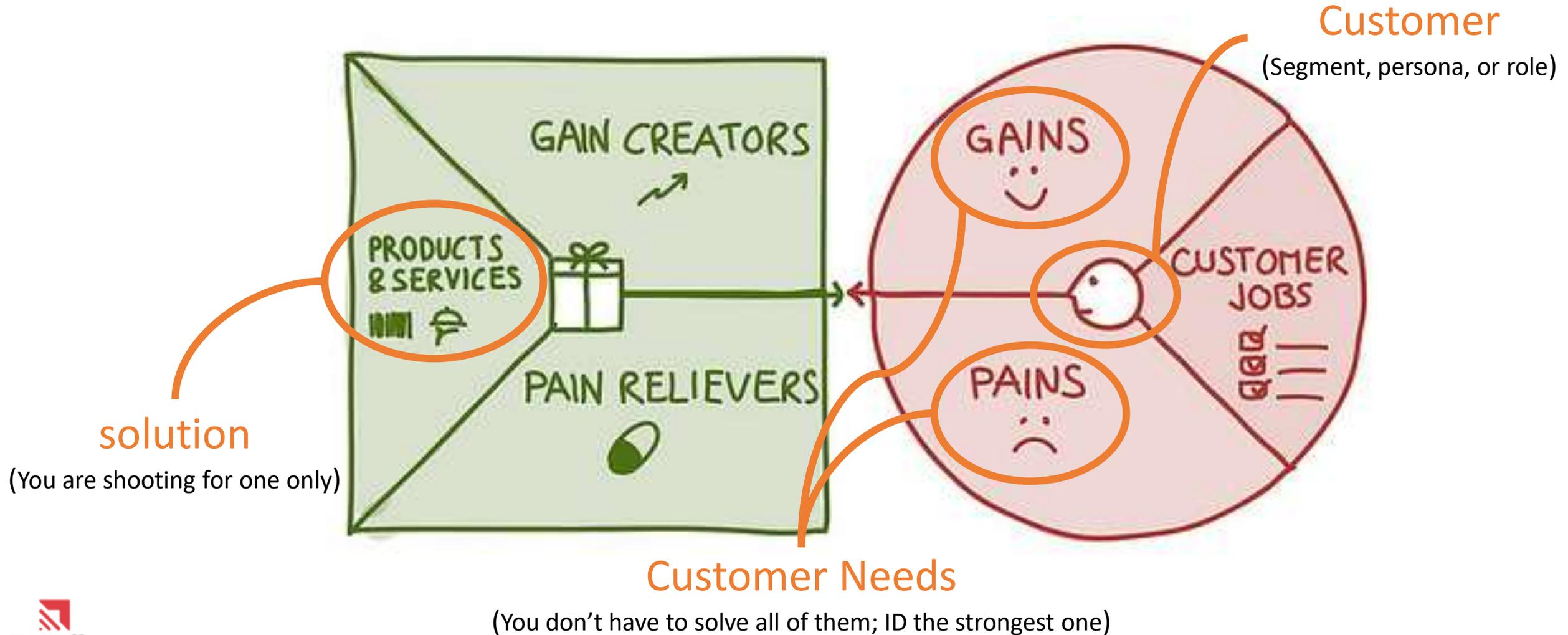
So when this proves difficult, try a Value Proposition Canvas



**from Value Proposition Design
by Bernarda, Osterwalder, Pigneur, Smith*



So when this proves difficult, try a Value Proposition Canvas



Try Out the Value Proposition Canvas as an Aid

- For the next 5 min, use the Value Proposition Canvas as a tool to help ‘brainstorm’ your customer-need-solution hypothesis.
- If you have others at the table working for the same company, please work together.
- Start either with your solution, or by thinking through what pains has or gains a customer wants based on their jobs to be done.
- This can help you develop your *hypothesis*.
- Name your customer persona, role, or segment.
 - Who are we solving for..?
 - What are their jobs to be done?
 - What are their pains and gains?
 - What is our solution?
 - How does it solve some of these pains or give some of these gains?
- After filling this in, take 2 min and transfer what you think is the Solution, Predominant Need, and Customer to your Validation Board.





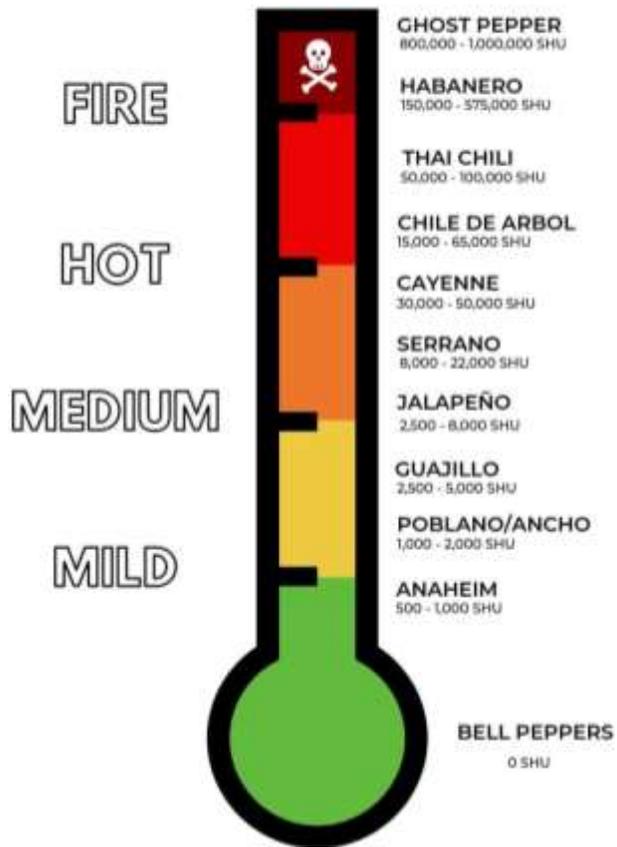
Debrief

- How did it go? Who would like to share their customer-need-solution hypothesis?
- What did you learn?
- What was easy or challenging about coming up with your hypothesis using these 'tools'?
- What would be useful about this for articulating your innovation?



Innovation Spices Come In Various Heat Levels

THE SCOVILLE SCALE



- Brand
- Customer Engagement
- Network (around the Product or Service)
- (Sales) Channel
- Processes (for Delivery)
- Product/Service Integrations (aka Product System)
- Product or Service Features/New Products or Services (aka Product Performance)

**selections from Ten Types of Innovation
by Keeley, Pikkell, Quinn, Walters*

Lean Startup

is built on

3 simple principles

Time to learn an **Alien** Language



DALAP

“Do As Little As Possible”

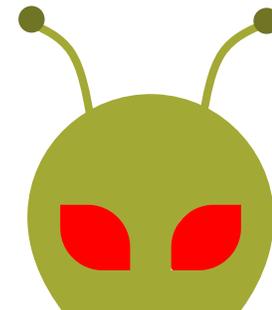


GOOTB

“Get Out of the Building”

IKIWISI

“I’ll Know It When I See It”



Lean Startup
also has

1 C O R E

Value

A heart shape is formed by vibrant, swirling flames in shades of yellow, orange, and red, set against a dark, almost black background. The flames are dynamic and textured, with some blue and purple hues at the edges, suggesting intense heat and movement. The heart is centered in the frame, and the text is overlaid on its dark interior.

*Passionate
Ideas*

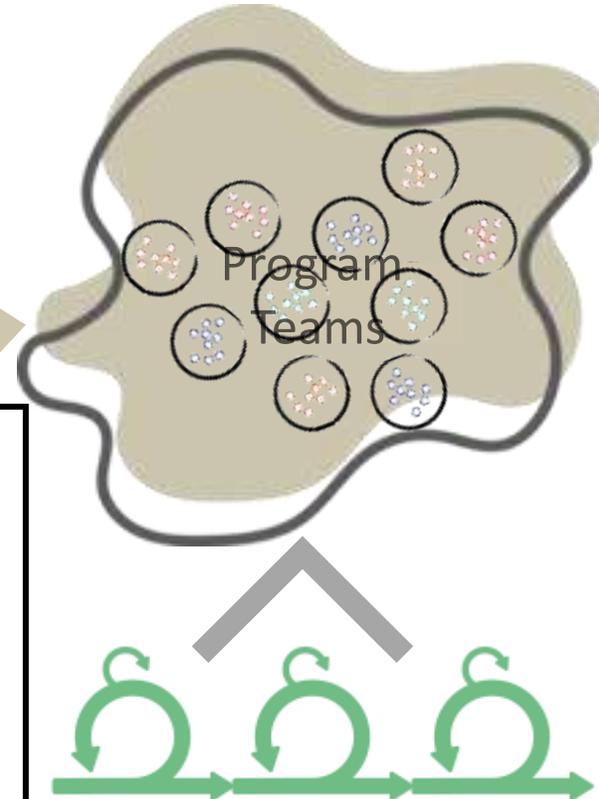
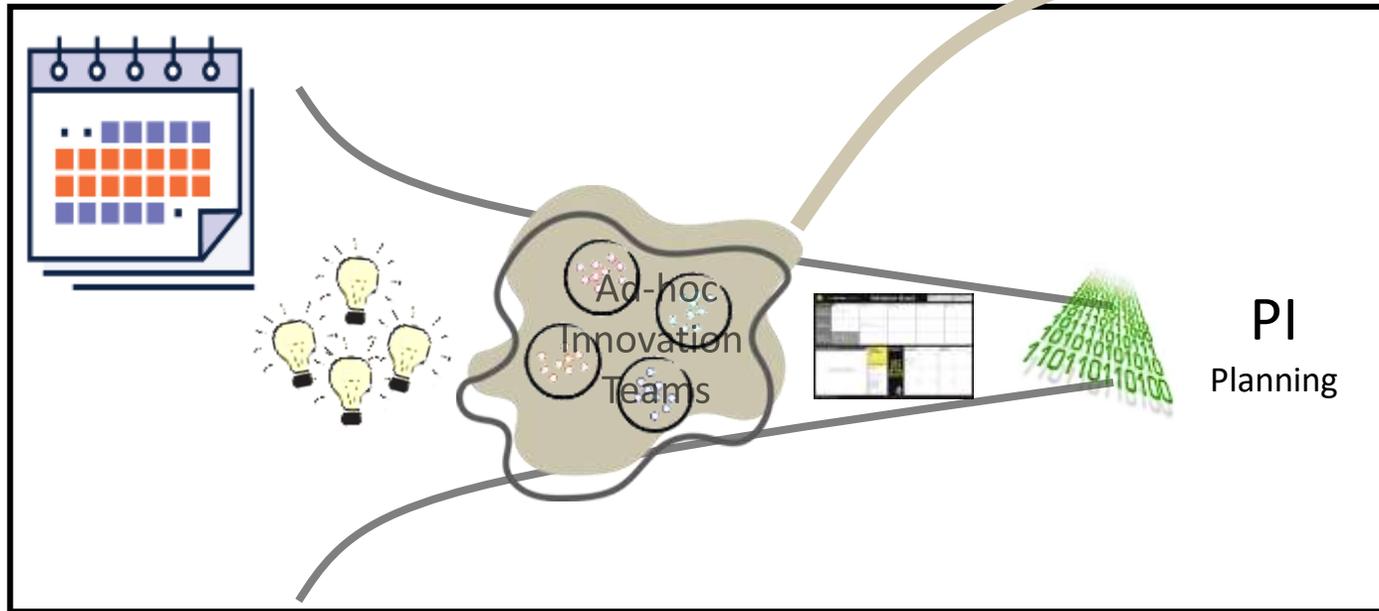


Loosely Held



The Cultural Nudge

Teams started thinking of uncertain items as hypotheses to validate.

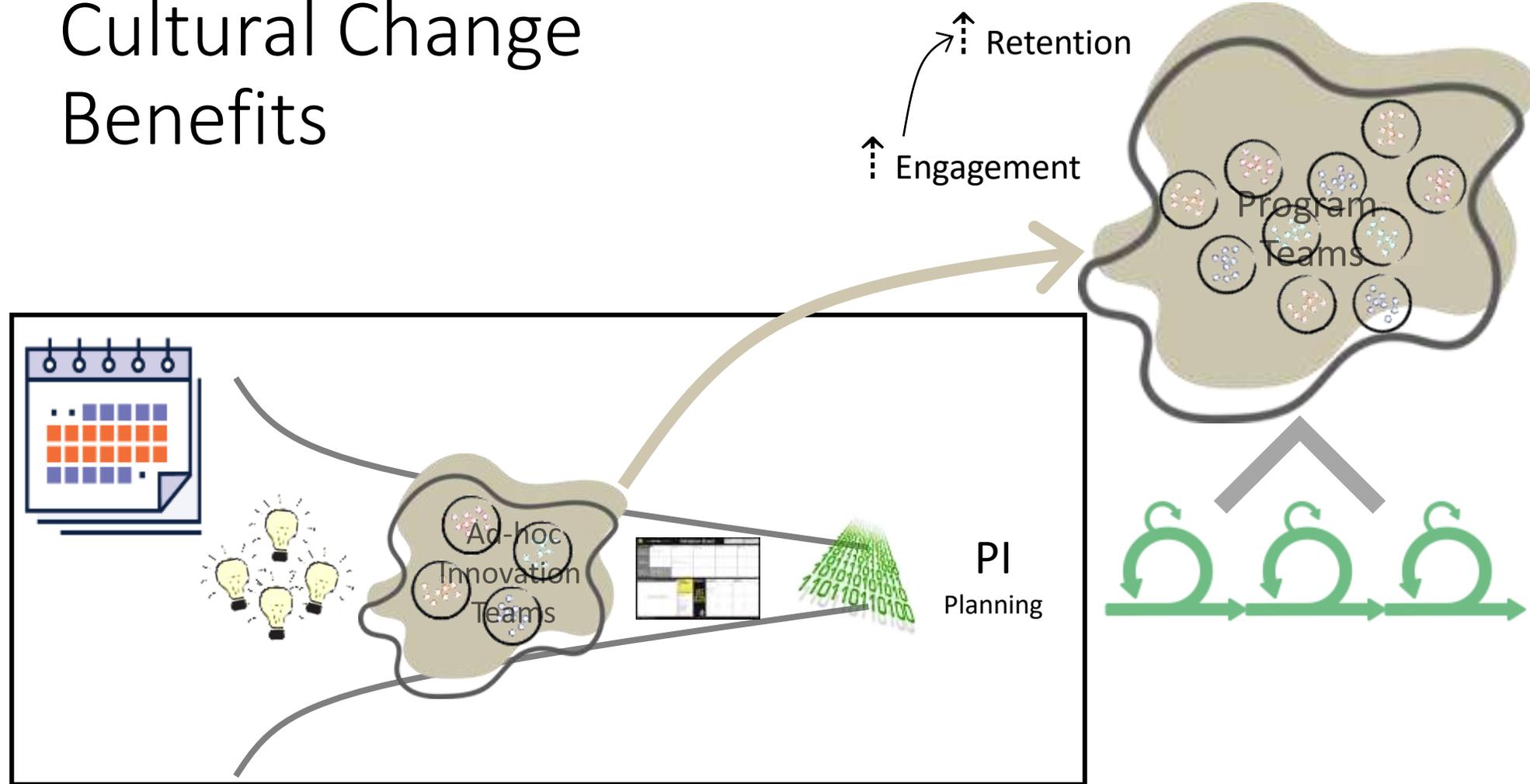


Culture of -

- Thinking in terms of testing ideas
- Improvements for the business
- Innovation goes into the Planning Interval (PI)
- Sustainment of innovation



Cultural Change Benefits

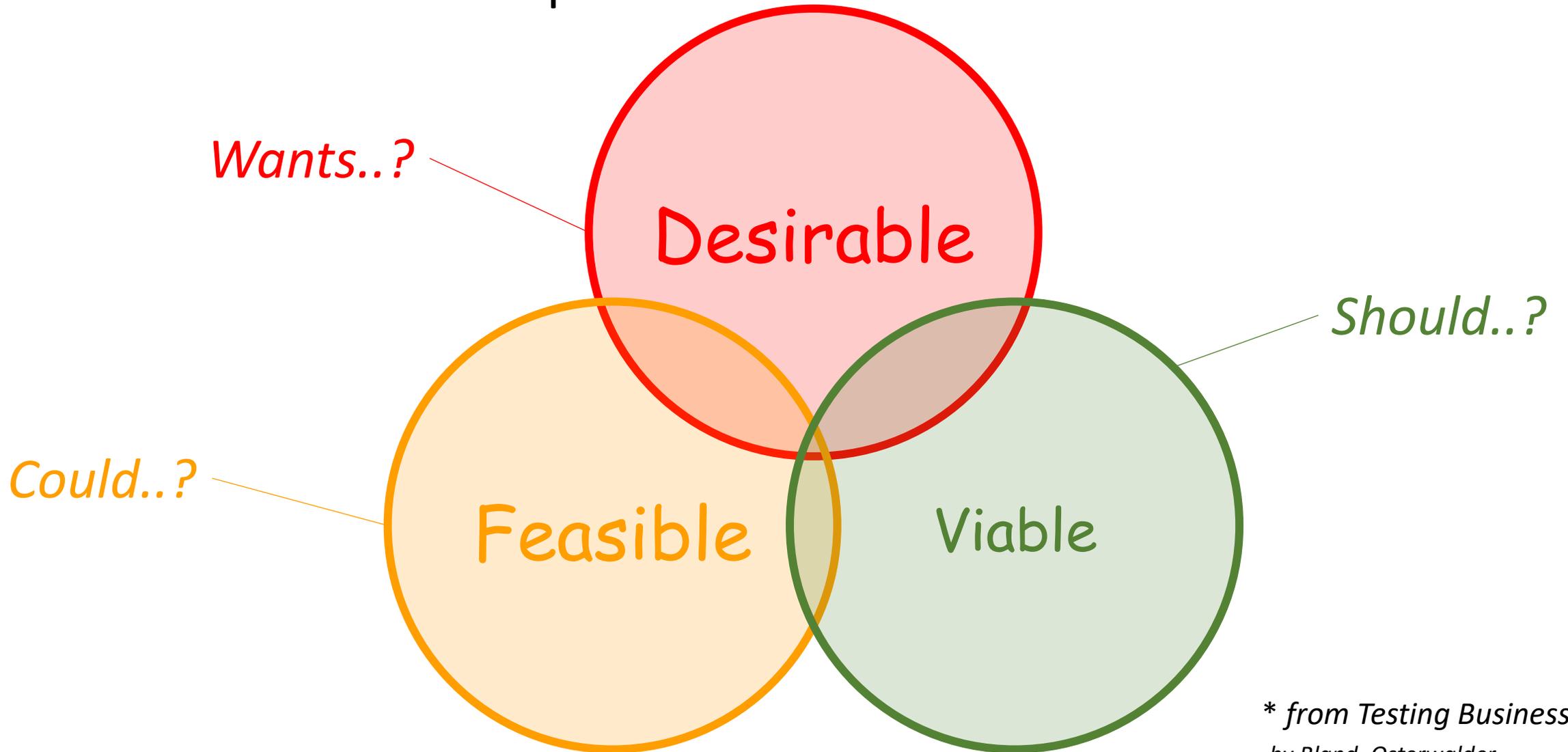


Lean Start-up Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer					
Need					
Solution					
Assumptions	Riskiest Assumption		Invalidated		Validated
	Experiment				
	Result				



Areas of Assumptions

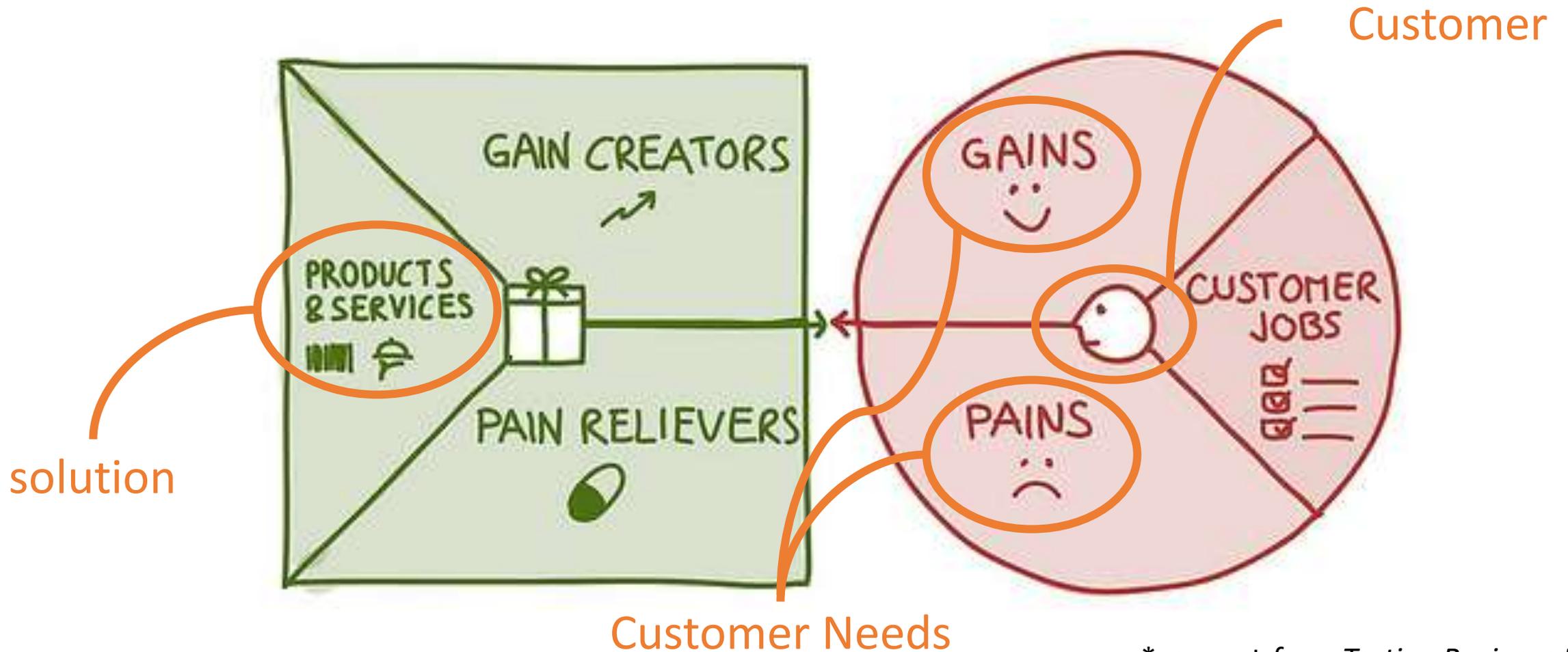


** from Testing Business Ideas
by Bland, Osterwalder*

GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions Anything out there yet? Food info available? Will restaurant owners pay? Valid need for Customer?	Riskiest Assumption		Invalidated		Validated
	Experiment				
	Result				

Back to the Value Proposition Canvas; What assumptions are being made?



*concept from *Testing Business Ideas*
by Bland, Osterwalder

The Value Proposition Canvas as an Aid, Part 2

- For the next 8 minutes, use the Canvas to help you ‘brainstorm’ the assumptions you might be making. Here are some questions to help:
 - What assumptions are we making –
 - about the customer themselves?
 - about the customers jobs to be done?
 - about the pains or gains the persona or role has for those jobs?
 - about how our solution fills these pains or gains?
- If you have others at the table working for the same company, feel free to work together.
- As you come up with these assumptions, put them in the appropriate box on the Validation Board.



Debrief

- How did it go? Who would like to share an assumption or two they came up with..?
- How did you challenge yourself?
- What did people find difficult?
- If you worked in a group, what things did you discover that made the work especially fruitful or challenging?



So...

Now that we have our assumptions identified....

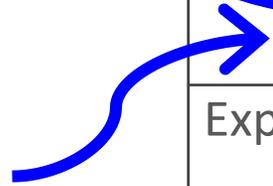
Which assumption is our riskiest?

Sometimes this is obvious, sometimes it isn't?

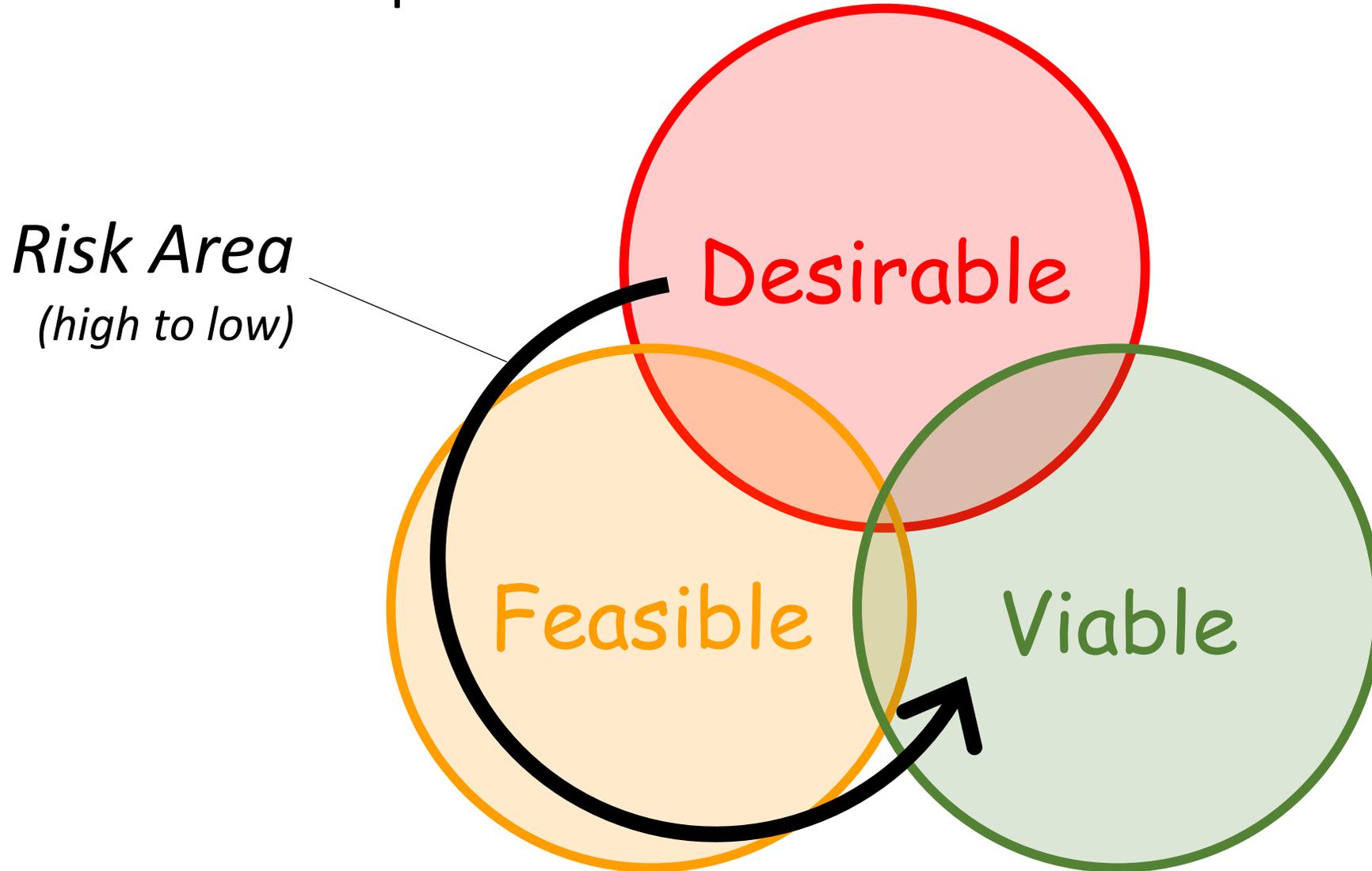
Lean Start-up Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer					
Need					
Solution					
Assumptions	Riskiest Assumption		Invalidated		Validated
	Experiment				
	Result				

?



Risks to Experiment



Risk Area
(high to low)

Desirable

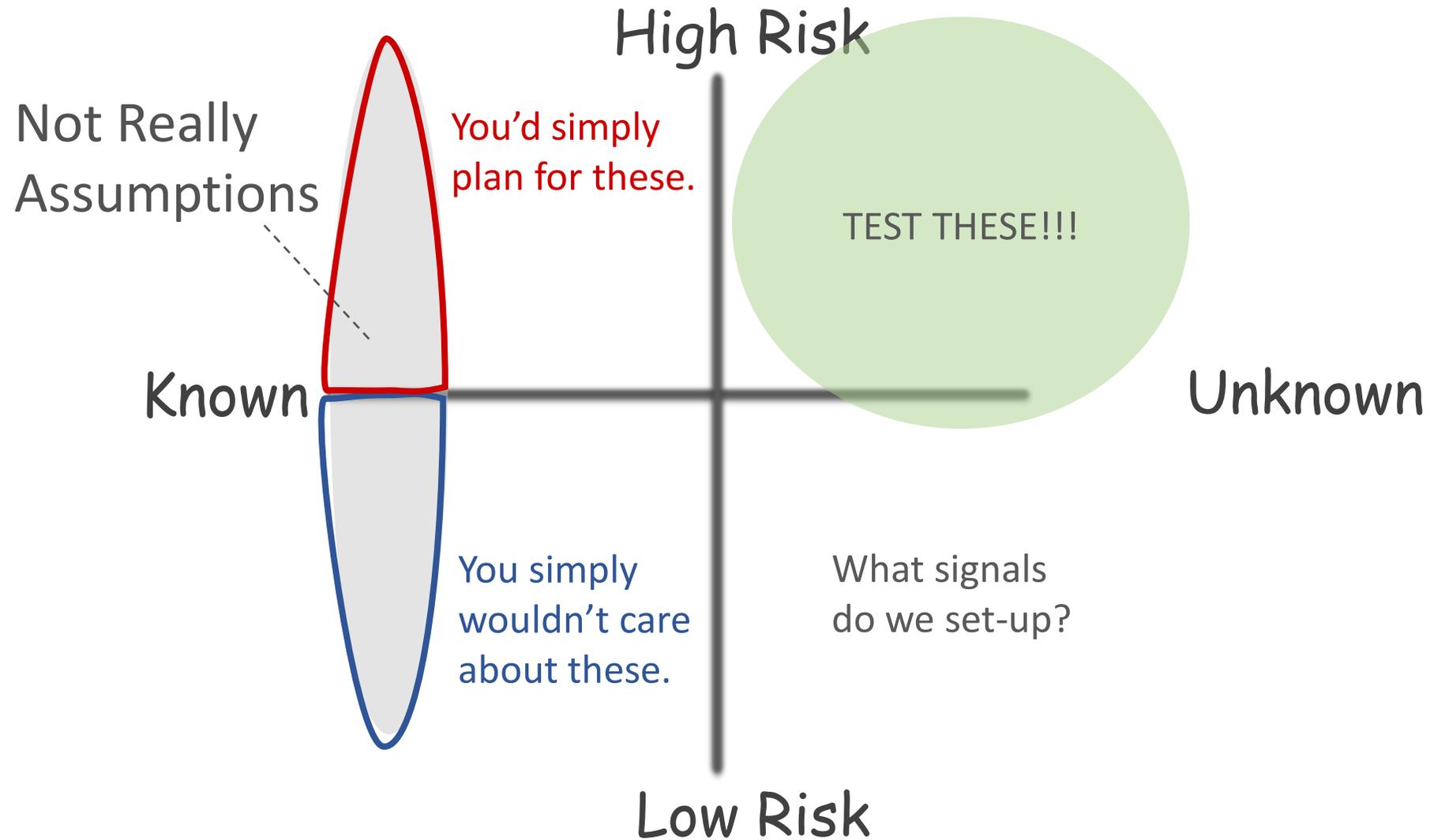
Feasible

Viable

GreenEase Validation Board

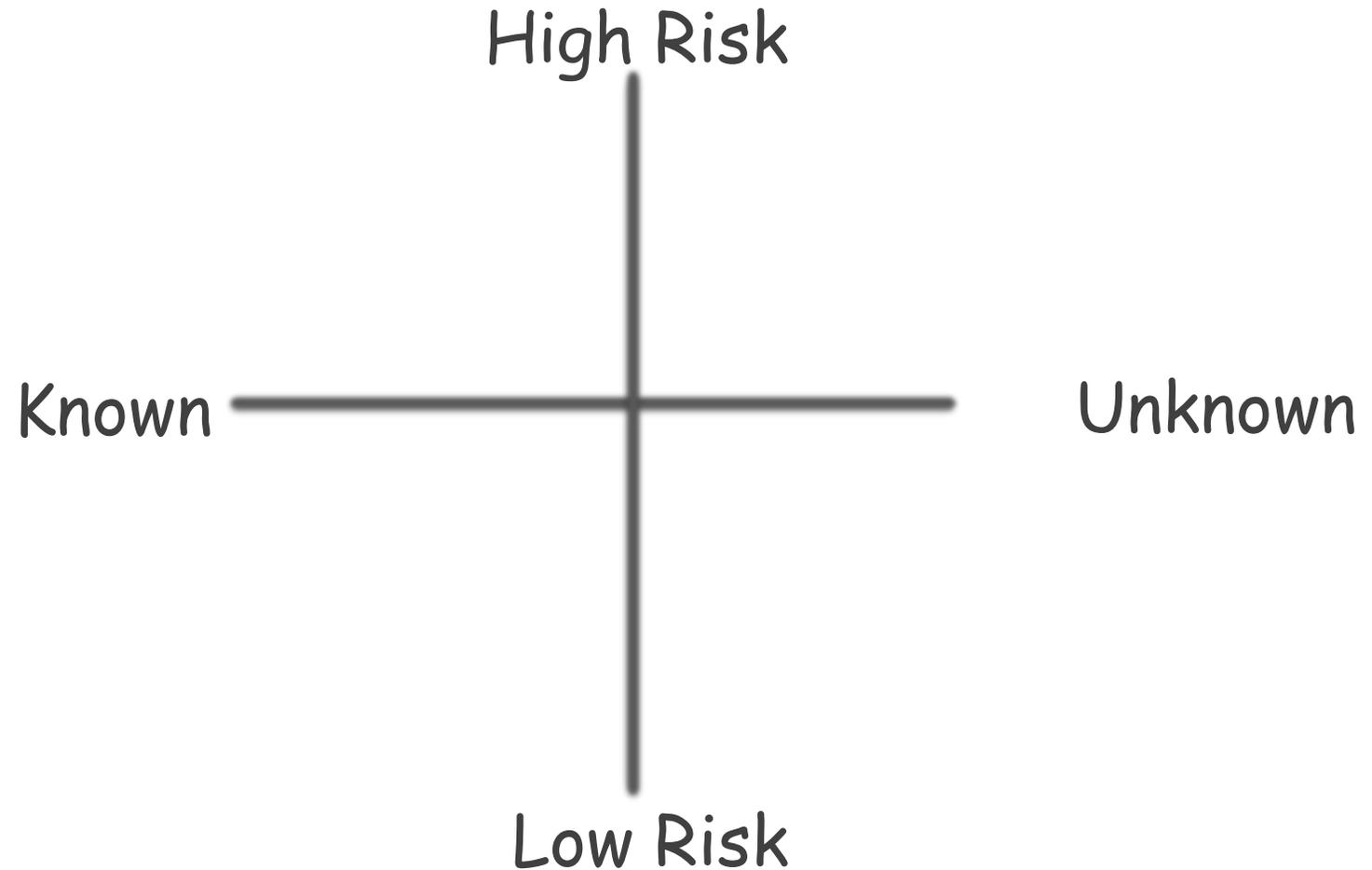
	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions Anything out there yet? Food info available? Will restaurant owners pay?	Riskiest Assumption Valid need for Customer?		Invalidated		Validated
	Experiment				
	Result				

Prioritizing Assumptions



Prioritizing Assumptions -- Let's Practice

- Take 3 minutes and plot your assumptions into the 2-dimensional space on your worksheet.



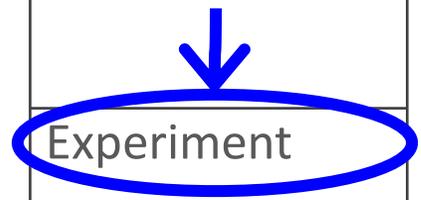
Always ask...

How do we know?

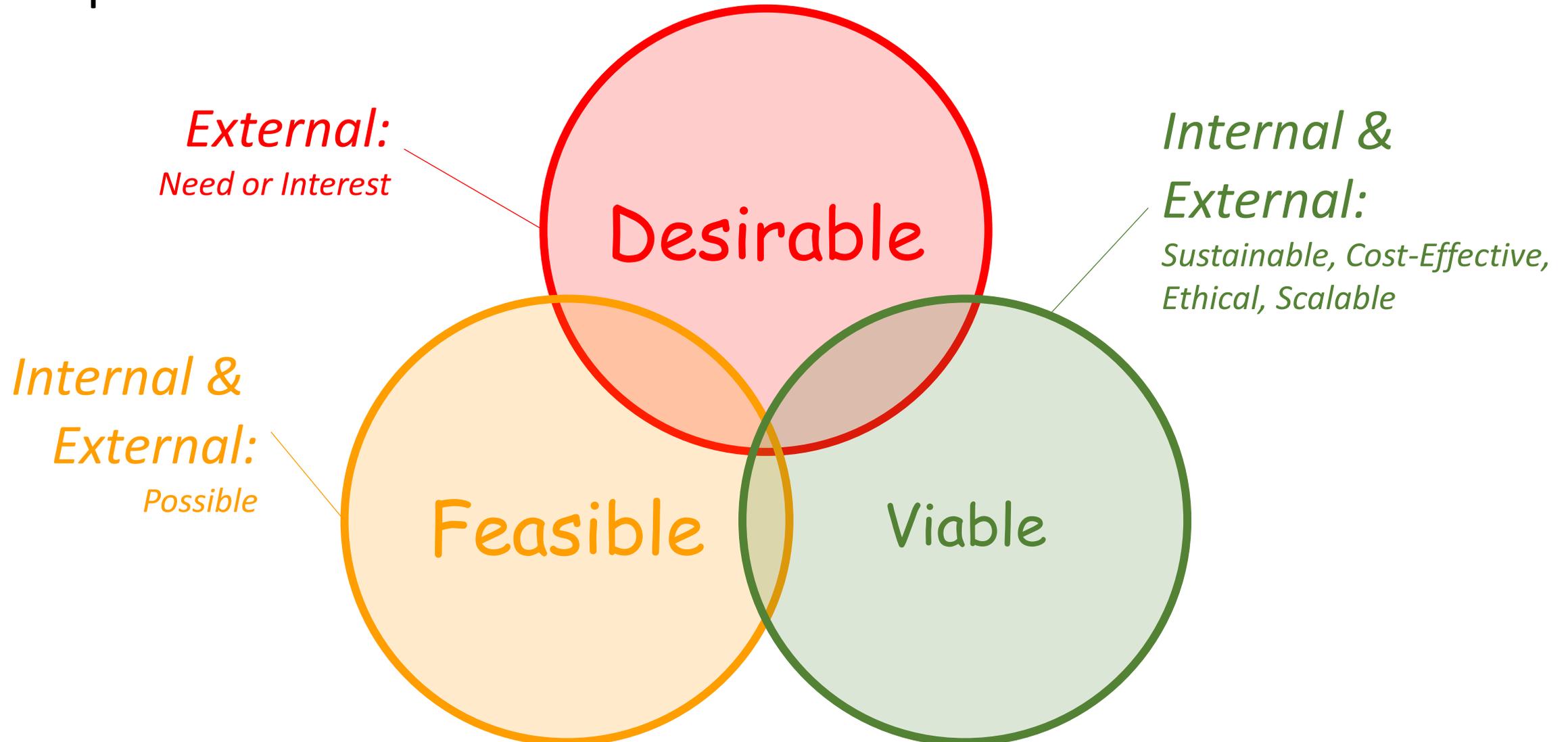
It can help clarify where it may go...

Lean Start-up Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer					
Need					
Solution					
Assumptions	Riskiest Assumption		Invalidated		Validated
	Experiment				
	Result				



Experiment Focus



GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions Anything out there yet? Food info available? Will restaurant owners pay?	Riskiest Assumption Valid need for Customer?		Invalidated		Validated
	Experiment Structured Interview				
	Result				



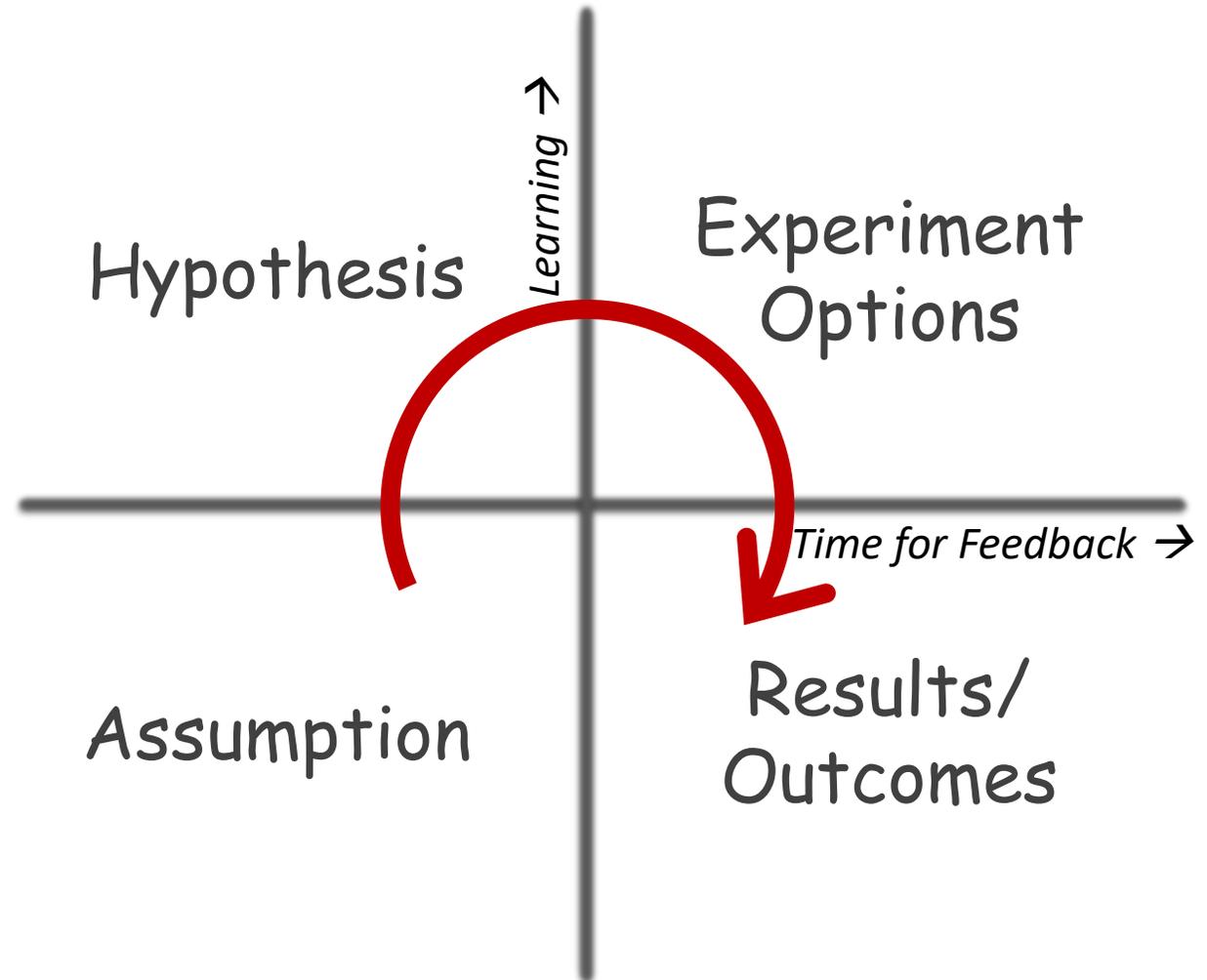
Tips for Designing Experiments

- Exchange currency: money, time, attention, energy are all valid
- Validate the customer: use some open-ended questions/explorations to identify other possible customers (useful for pivoting).
- For solution-need fit, get at 'why': to learn more about jobs to be done.
- Don't ignore learning how needs are met today.
- Use key questions related to your customer-need-solution hypothesis and the assumption you are trying to test.
- Translate into terms of testing your hypothesis:
 - We predict that *doing action/making product or feature for this customer segment/role/persona will achieve this outcome.*
 - We will know this is true with this *feedback or measure.*
- You should be trying to disprove your hypothesis. Avoid confirmation bias!
- Balance ease (cost) of experimentation against value of information.

Use Experiment Mapping

Key Questions

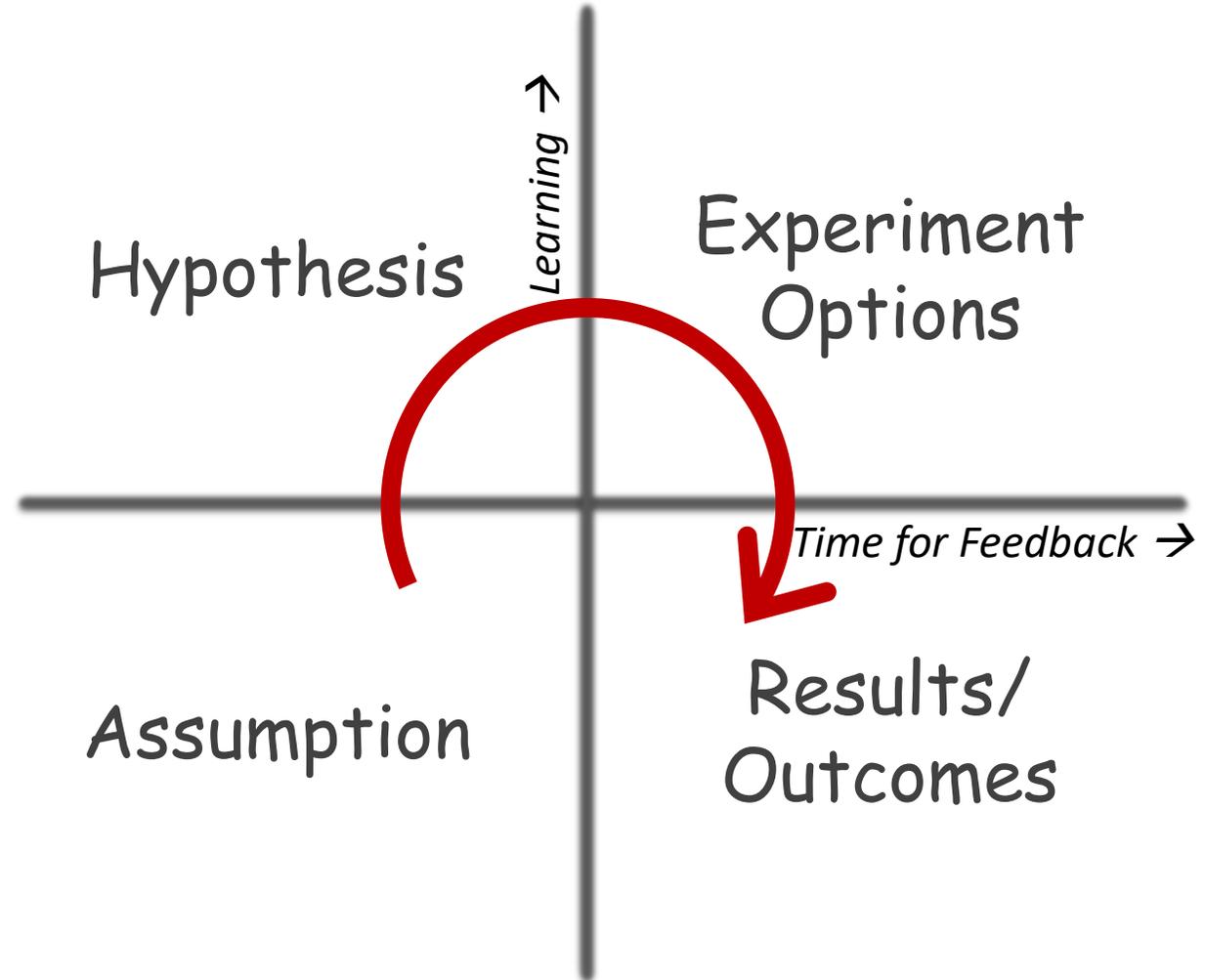
- ----- ?
- ----- ?
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- ----- ?



Let's Try It!

In the next 5 min,

- Take the riskiest assumption, create a hypothesis, list 2-3 key questions to understand.
- Brainstorm experiment options and plot based on the amount of learning and estimated time to get the learning.
- Put a check mark on the one you think you would do as a starting point. Add to your Validation Board.



Debrief

- Who wants to share their hypothesis and experiment choice?
- How did you challenge yourself?
- What considerations can you make to keep the experiment from being biased?
- Reflection question: how do you think your experiment handled bias?

Reminder: GOOTB! (Get Out of the Building!)

GreaseEase Team

Nov 2012 Lean Start-up Machine

- The Pitch I Joined (along with about 4 others):
 - App to provide moderate 'greenies' with info about whether the restaurant food was organic or not. The app would be paid for by the restaurant owners who want to market this fact.

Riskiest Assumption: Is this a valid need for this customer segment?

- 1st "build": Structured Interview
 - Questions to ID customer segment
 - Closed questions to see if this need was valid
 - Open-ended questions to understand pivot possibilities
 - Executed at target 'organic-oriented' grocers



GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions Anything out there yet? Food info available? Will restaurant owners pay?	Riskiest Assumption Valid need for Customer?		Invalidated		Validated
	Experiment Structured Interview				
	Result				

GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie					
Need Restaurant Food Info					
Solution Phone App					
Assumptions Anything out there yet? Food info available? Will restaurant owners pay?	Riskiest Assumption Valid need for Customer?		Invalidated Moderate Greenie		Validated
	Experiment Structured Interview				
	Result Moderate Greenies Didn't Drive Decisions on This!				

Thanks to open-ended Qs, we discovered that it is Locavores interested in foods grown locally.

Early Saturday afternoon...

- Pivot 1:
 - App to provide Locavores with information about whether the restaurant food is locally sourced or not. The app would be paid for by the restaurant owners who want to market this fact.

Next Riskiest Assumption: Will restaurant owners pay? (*the experiment will test our other customer segment assumption*)

- 2nd “build”: Structured Interview
 - Question to validate sourcing of food is local
 - Closed questions to see if this need was valid
 - Open-ended questions to understand other items
 - Executed at restaurants we heard had locally sourcing their food

GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie	Restaurant Owner				
Need Restaurant Food Info	Need to Market Concern				
Solution Phone App	Phone App				
Assumptions Anything out there yet? Food info available? Are Locavores interested?	Riskiest Assumption Will restaurant owners pay?		Invalidated Restaurant Owners Need to Market Concern (they don't need to...)		Validated
	Experiment Structured Interview				
	Result Restaurant owners are getting enough business w/word of mouth				



Next Day (Sunday Morning)

- Pivot 2:
 - App to provide Locavores with information about whether the restaurant food is locally sourced or not. The app would be paid for by the consumer.

Next Riskiest Assumption: Are they interested to purchase the app? At what price?

- 3rd “build”: Structured Interview
 - Questions to ID customer segment
 - Closed questions to see if this need was valid
 - iPad Landing Page w/proposed \$1.99 price tag
 - Executed at local farmer’s markets & also **online**



GreenEase Team

Nov 2012 Lean Start-up Machine

To arrive at this test, needed to -

- Create mock-up of phone app design
- Create and test a Logo
 - Hired A|B Testing Group
- Landing Page using colors from logo

greenEase

http://launch.greenease.co/

Google

What Programmers Want «... Agile Value Exploration KrisMap: An Organisation's... Principles behind the Agile... greenEase Taking Screenshots in Mac...



greenEase

Discover Restaurants Near You
That Serve Locally Grown Ingredients.
Participate and Share Your Reviews & Perspectives.

*Leave Us Your Email Address,
so you'll be the first to know when we launch!*

\$1.99

e-mail address

BUY

powered by
launchrock

GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie	Restaurant Owner	Locavores			
Need Restaurant Food Info	Need to Market Concern	Restaurant Food Info			
Solution Phone App	Phone App	Phone App			
Assumptions Anything out there yet? Food info available?	Riskiest Assumption Are Locavores interested? Pay?		Invalidated		Validated
	Experiment Structured Interview				
	Result Interested & Will Pay \$1.99!				
					Locavores Restaurant Food Info Phone App



GreaseEase Team

Nov 2012 Lean Start-up Machine

- Still on Pivot 2:
 - App to provide Locavores with information about whether the restaurant food is locally sourced or not. The app would be paid for by the consumer.

Next Riskiest Assumption: Anything out there yet?

- 4th “build”: Internet Competitor Research
 - Searched for locavore restaurant apps
 - Looked for both successes & failures

GreenEase Validation Board

	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>
Customer Moderate Greenie	Restaurant Owner	Locavores			
Need Restaurant Food Info	Need to Market Concern	Restaurant Food Info			
Solution Phone App	Phone App	Phone App			
Assumptions Food info available? 	Riskiest Assumption Are Locavores interested? Pay?		Invalidated		Validated Locavores Restaurant Food Info Phone App Interest & Little Competition
	Experiment Structured Interview				
	Result 1-2 others, 1-2 failures, but revenue stream was not well- defined for them				





End
of
the **LEAN**
Startup Machine



wins!

(but there's plenty more to do...)

Possible
Next Steps
with assumptions
to test.

Find how to source info

- Will users provide?
- Sources?

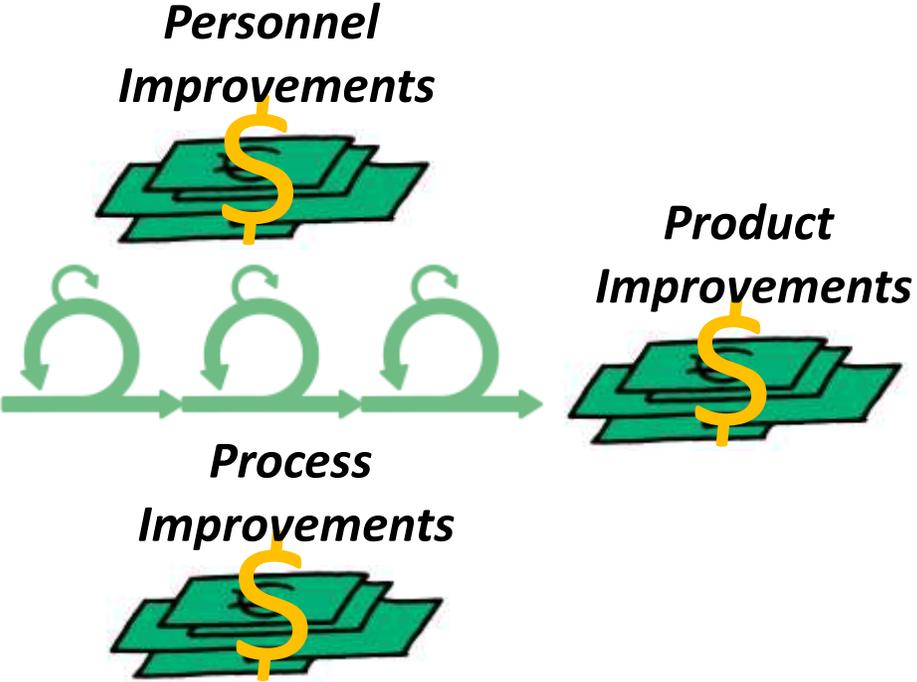
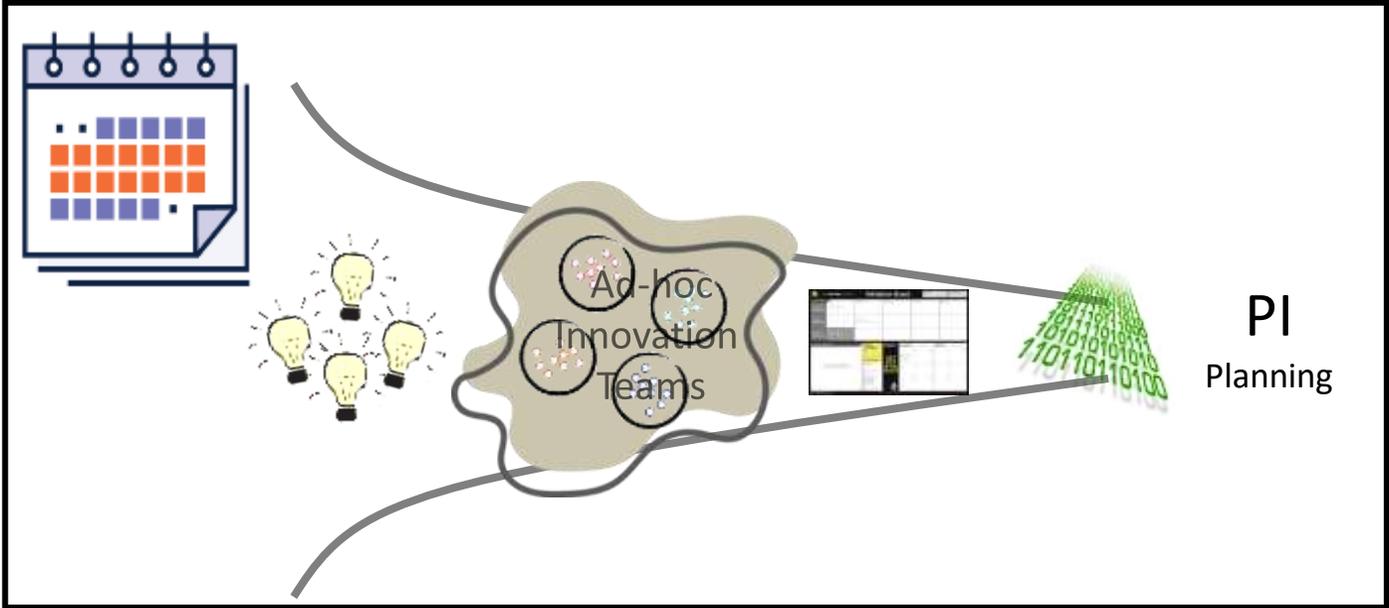
Refine Mock UI from static to dynamic

- Is it usable?
- Is the info presented meaningful?
- Any info missing that users want?

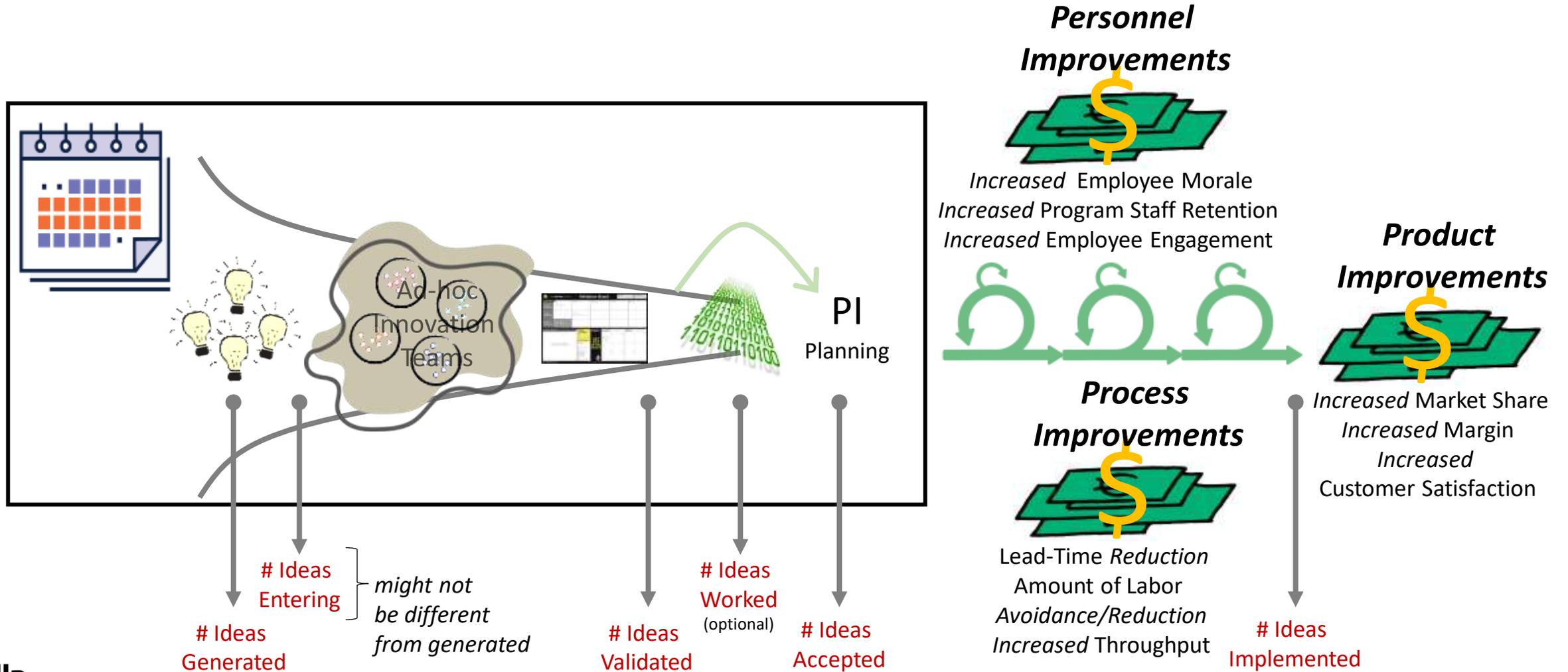
An aerial, high-angle photograph of a city street at night. The street is illuminated by streetlights, and a car's headlights are visible at the bottom center. The surrounding buildings are dark, with some windows lit up. The overall scene is dark and atmospheric.

FEAR
IS THE ENEMY OF
INNOVATION

Benefits We Would Expect in an Enterprise



Measuring Value – Some Basic Innovation Accounting



Innovation
Accounting
Results
(First IP Sprint
Measuring It)

Measurement	Result
# Ideas Generated	6
# Ideas Entering	6
# Ideas Validated	4
# Ideas Worked	3
# Ideas Accepted (into PI)	3
# Ideas Completed (within PI)	<in progress>

What Would Make Them Even Better



Advertise the fact we're doing this

Helps promote change



Move Lean Start-up thinking upward into portfolio and out into the business

Creates better product fit



Direct access to business /customers

*Ability test ideas
Establishes connection to customer needs*



Change of venue for the session

*Inserts some variety and emphasizes IP
Sprints are different*



Formalize some form of celebration event

Increases morale of participants



Standing waiver for unapproved software

Removes impediments to test out technical assumptions



Let's Review **our** Recipe

- Allowed ANY innovation to be worked on initially to spice up the culture
- Moved to validating ideas via using a Lean Start-up
 - Variety of techniques (that we gave you some practice in...)
- Just started tracking our innovation funnel
- Next step is to understand the actual business results for these

This is the spice rack we helped our client create.

Which spices will be added to yours?



Just remember...

Don't add too
much salt



Reflection:

What will you do differently to enable innovation?

Take 1-2 minutes and write these down for yourself.

Keep in Touch!



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Questions?



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It's break time!

(take 30 min)

