INSTITUT FÜR
STRATEGIE, TECHNOLOGIE
UND ORGANISATION

WIRTSCHAFTS
UNIVERSITÄT
WIEN VIENNA
UNIVERSITY OF
ECONOMICS
AND BUSINESS

EFMD
EQUIS
ACCREDITED

Creativity workshop

ODeation

Christian Garaus
Tom Grad

12 June 2015

Agenda

What are we going to do today?

- **Intro-Game: Marshmallow Challenge** **(15 min)**
- **Input** **(20 min)**
  - Creativity
  - Tools & Techniques
- **Practical experience** **(15 min)**
  - Apply creativity tools
- **Input** **(20 min)**
  - Development of ideas: Business Model Canvas, Design Thinking
- **Practical experience** **(15 min)**
  - Apply development tools
- **Wrap-up** **(5 min)**

Marshmallow Challenge

- Team up with four people

- 1 role of tape
- 1 Marshmallow
- 20 Spaghettis

- Who builds the tallest free standing structure?
- 10 minutes

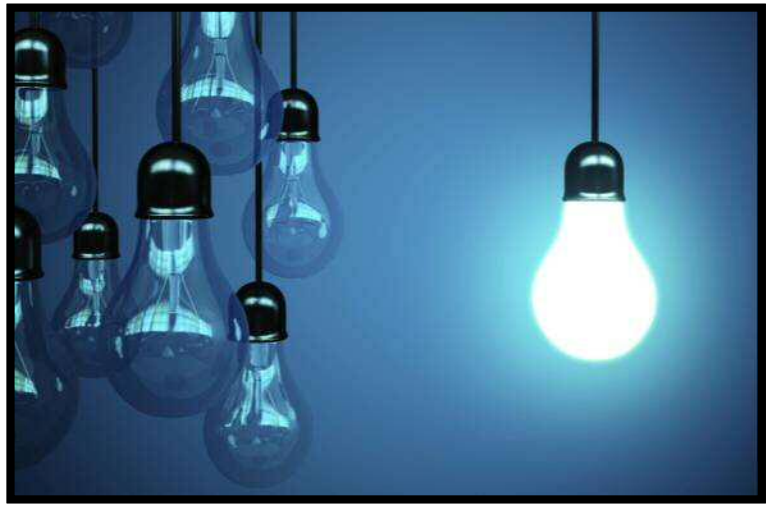
Creativity

"The way to get good ideas is to get lots of ideas and throw the bad ones away."
(Linus Pauling)

Creativity

Get lots of ideas

Throw the bad ones away

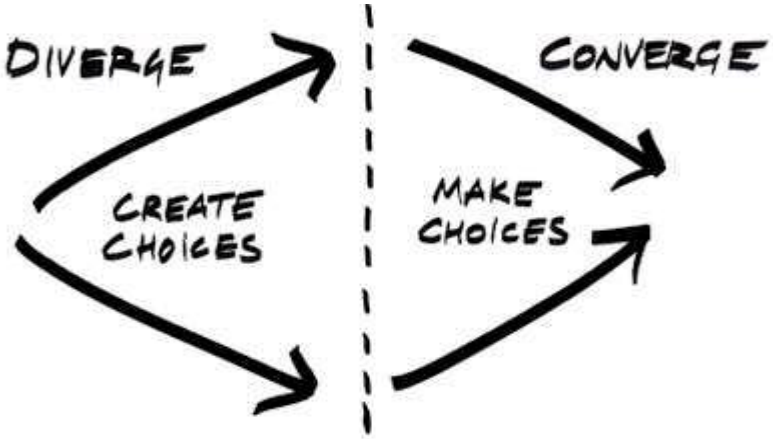


Creativity tools

Allow for structuring the process.

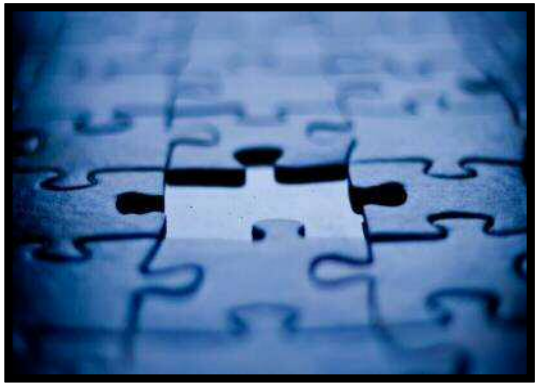
Temporary set of rules

Structuring cognitive processes



Use of creativity tools

Closed problems



Open problems

Use of creativity tools

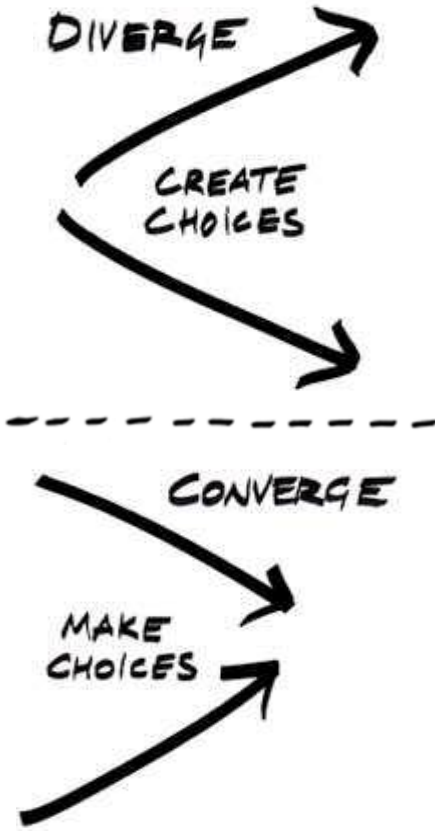
Individual vs. group

Overview: Creativity techniques

For open problems that allow for group collaboration

- Divergent thinking
  - Brainstorming (e.g., Classic, Reverse)
  - Brainwriting (e.g., 6/3/5, Starbusting)
  - Metaphorical thinking
  - Morphological box
  - Idea box (mix-and-match)

- Convergent thinking
  - Hits
  - Discussion rounds (e.g., Six thinking hats)
  - Clustering
  - POINT (Positives, Opportunities, Issues, New Thinking)



Rules for divergent thinking tools

- Defer judgment - Don't dismiss any ideas
- Build on the ideas of others - No "buts," only "ands"
- Encourage wild ideas - they can be the key to solutions
- Go for quantity - Aim for as many new ideas as possible
- Be visual, stay focused on the topic, one conversation at a time

Brainwriting: 6-3-5

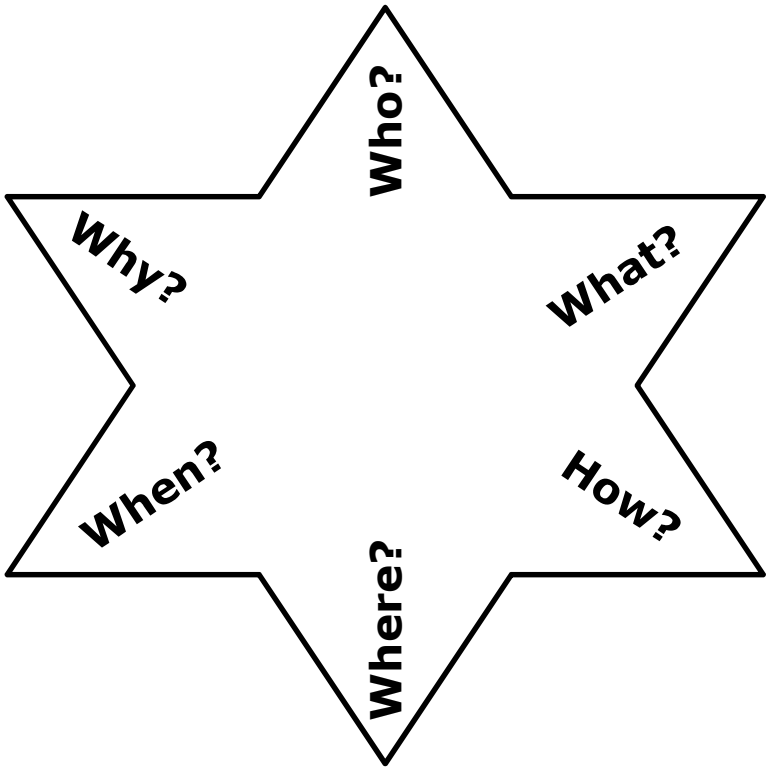
6 Persons; 3 Ideas; 5 Minutes

- Write three ideas in the first row
- Pass it on to your neighbor on the left after 5 minutes
- Build on existing ideas and add new ones in the next row
- Continue until all the boxes are full

Example

	Idea 1	Idea 2	Idea 3
Person 1			
Person 2			
Person 3			
Person 4			
Person 5			
Person 6			

Brainwriting: Starbusting



Morphologic box

- Step 1: Decompose problems into its dimensions
- Step 2: Define values for each dimension
- Step 3: Consider viable options by trying out

Example

	Variant 1	Variant 2	Variant 3	Variant 4	Variant 5
Number of table legs	0	1	2	3	4
Material	Glass	Plastic	Wood	Metal	Concrete
Height in cm	0	50	70	110	variable
Form	Quadratic	Round	Rectangular	Oval	Hexagonal

Mix and Match

Random combination of associations

- Step 1: Write associations on notes
- Step 2: Put them randomly in two cups
- Step 3: Draw one sheet from each cup
- Step 4: Look at the combination and write down ideas

Discussion rounds: Six thinking hats

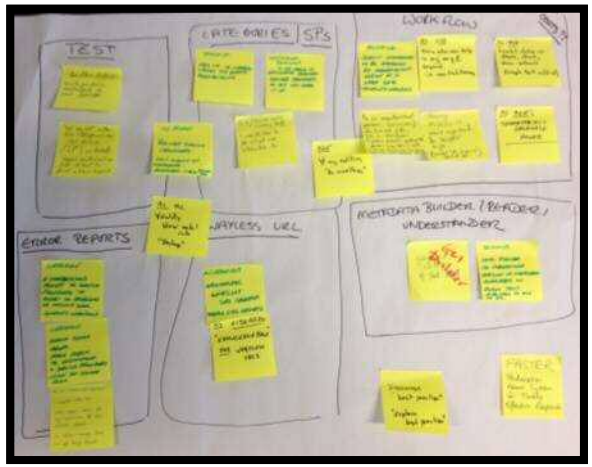
- Step 1: Moderator plans phases of group discussion by assigning hats (e.g., 5‘ blue, 2‘ red, …)
- Step 2: Moderator explains the function of the hats and starts the group discussion

Rules:

- Participants should stick to the “hat“
- Moderator should be neutral and guide the process

Clustering

- Pre-step: Write ideas on notes
- Step 1: Group like ideas together
- Step 2: Capture the essence of each cluster in one statement



Rules:

- Consensus within group is important
- Moderator should be neutral and guide the process

Hits

- Step 1: Write all options down
- Step 2: All participants vote for their preferred options

Rules to be defined:

- How many points per person?
- Multiple voting ok?

Practical experience

Time to practice

- Choose one creativity tool
- Try the method by using an Open Data example
- 12 min time

INSTITUT FÜR
STRATEGIE, TECHNOLOGIE
UND ORGANISATION

WIRTSCHAFTS
UNIVERSITÄT
WIEN VIENNA
UNIVERSITY OF
ECONOMICS
AND BUSINESS

Idea Development

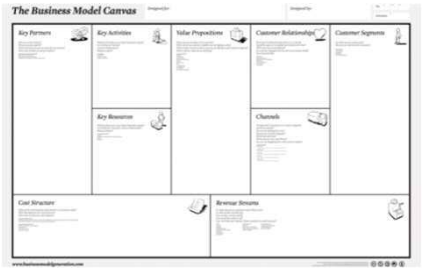
EFMD
EQUIS
ACCREDITED

„Ideas by them self are worthless“

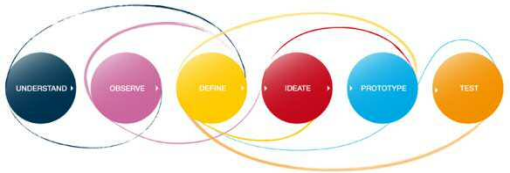
What‘s next?

Tools

Business Model Canvas

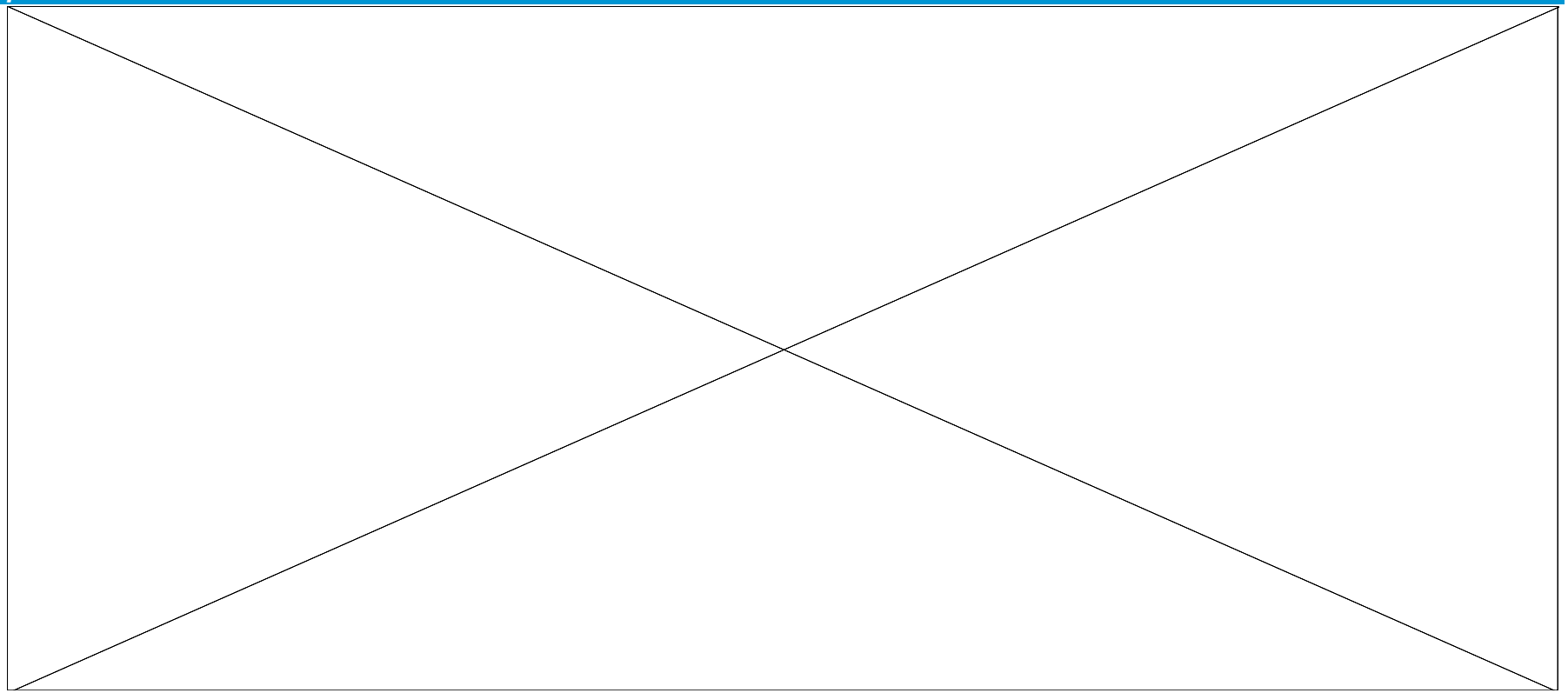


Design Thinking



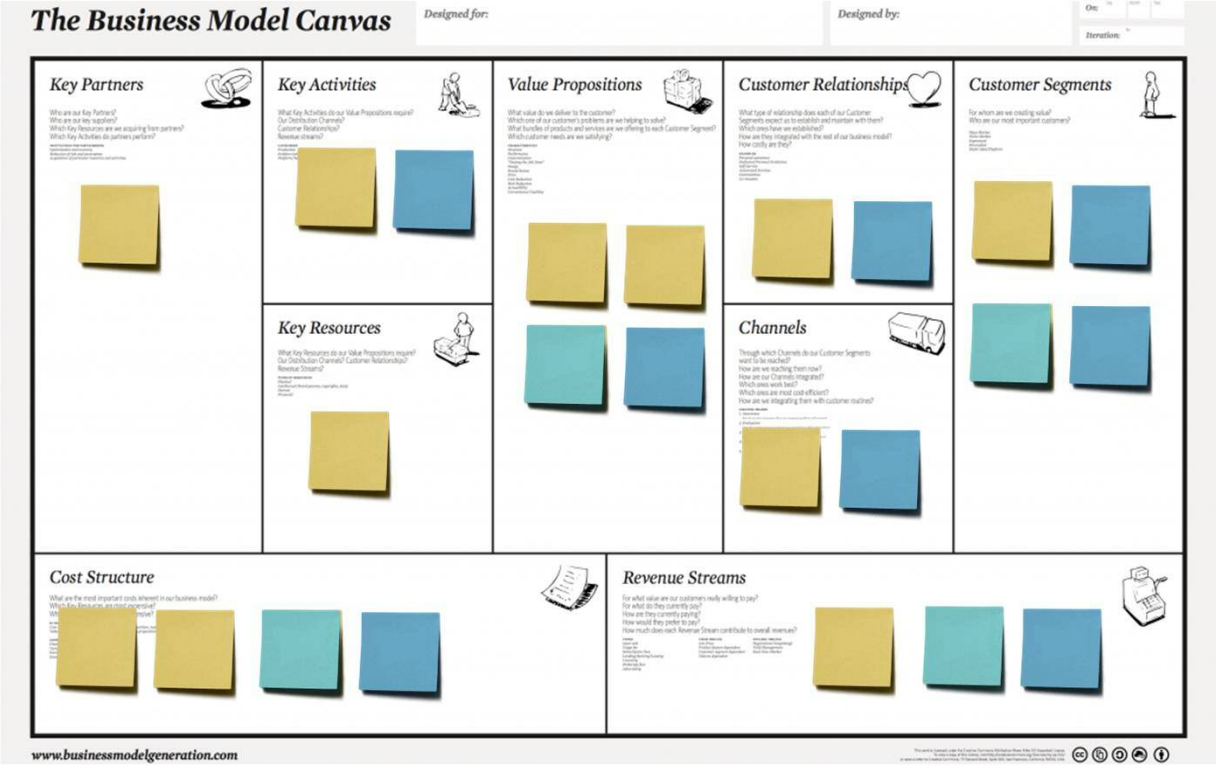
Business Model Canvas

The Business Model Canvas helps you to see the big picture



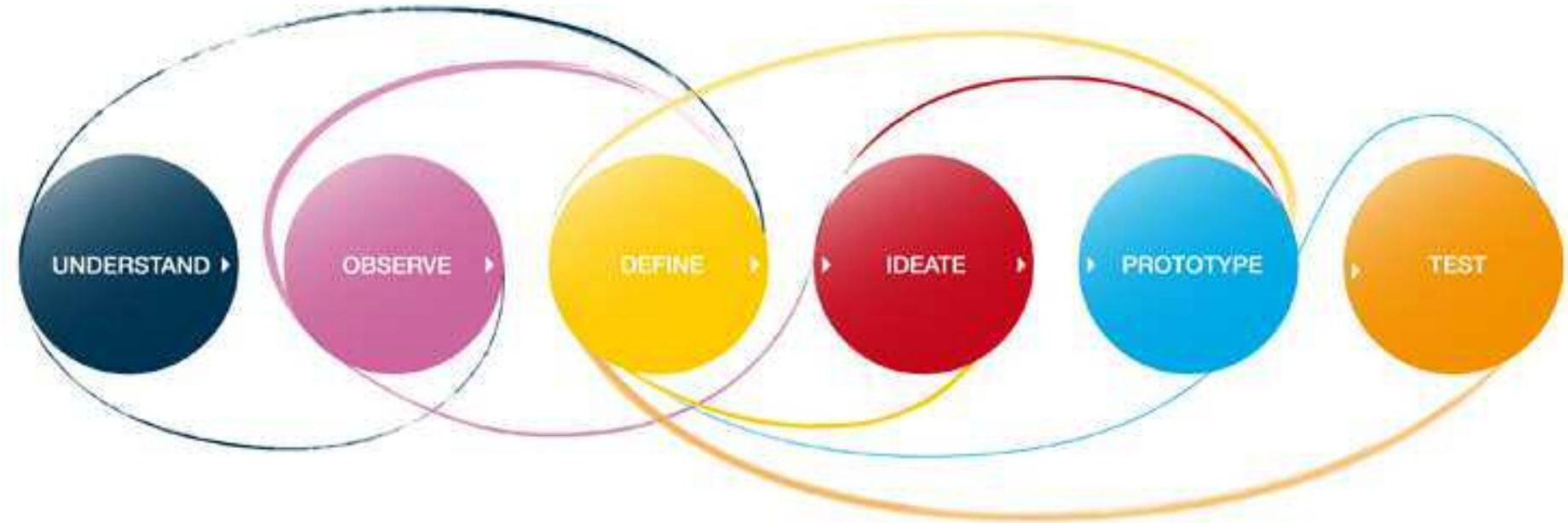
Business Model Canvas

The Business Model Canvas helps you to see the big picture



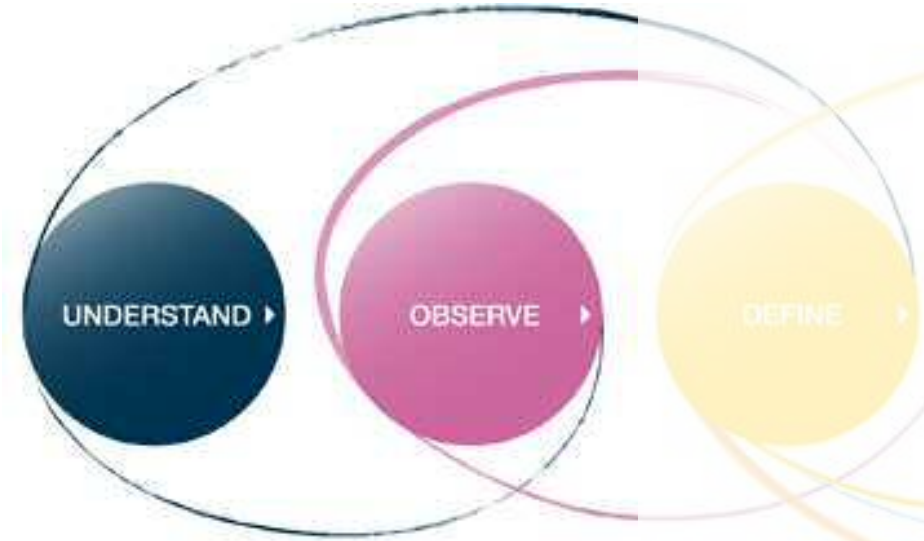
Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking



Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking

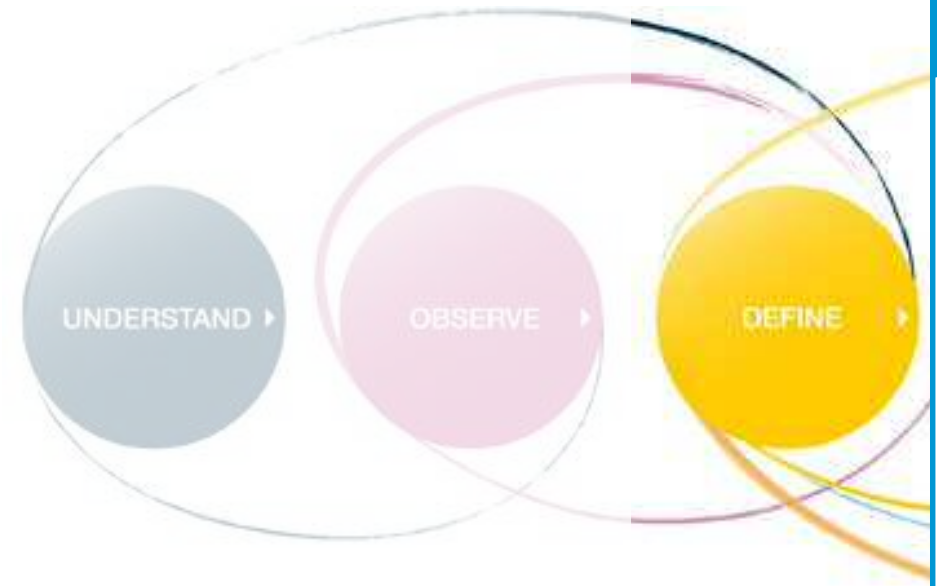


Understand & Observe

- Understand **needs** and **emotions** of your target group
- Observe how the target group **behaves**
- Interviews, field observations, self-testing, secondary research
- Be **empathic -** Ask „**Why?**"

Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking



Define

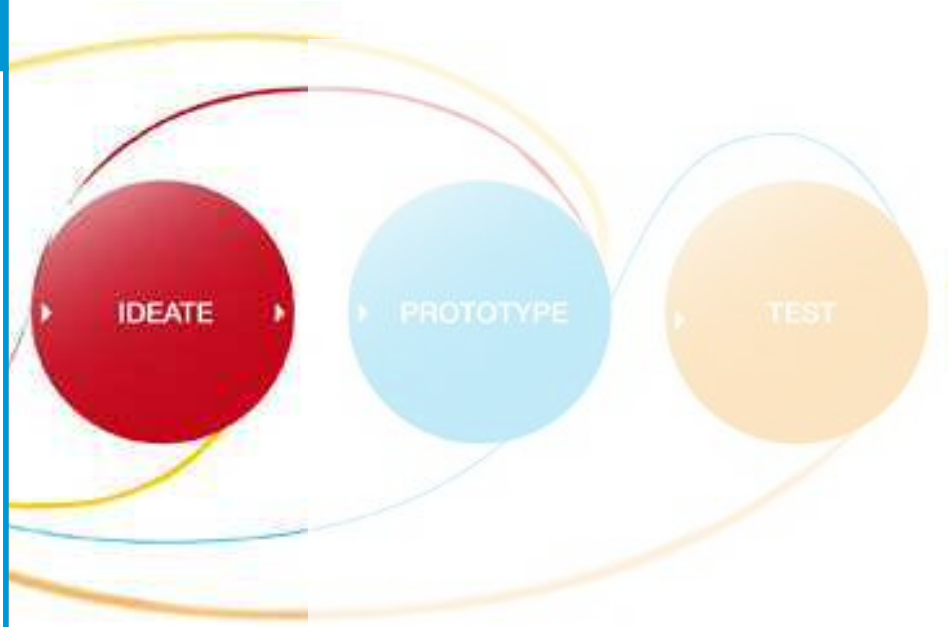
- Develop **key insights** based on what you have learned from empathizing with your target group
- Build **personas** of your target group / focus on individuals
- Craft a **point of view**

Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking

Ideate

- **Defer judgment** - Don't dismiss any ideas
- **Build on the ideas of others** - No "buts," only "ands"
- Encourage **wild ideas** - they can be the key to solutions
- Go for **quantity** - Aim for as many new ideas as possible
- Be **visual, stay focused** on the topic, one conversation at a time

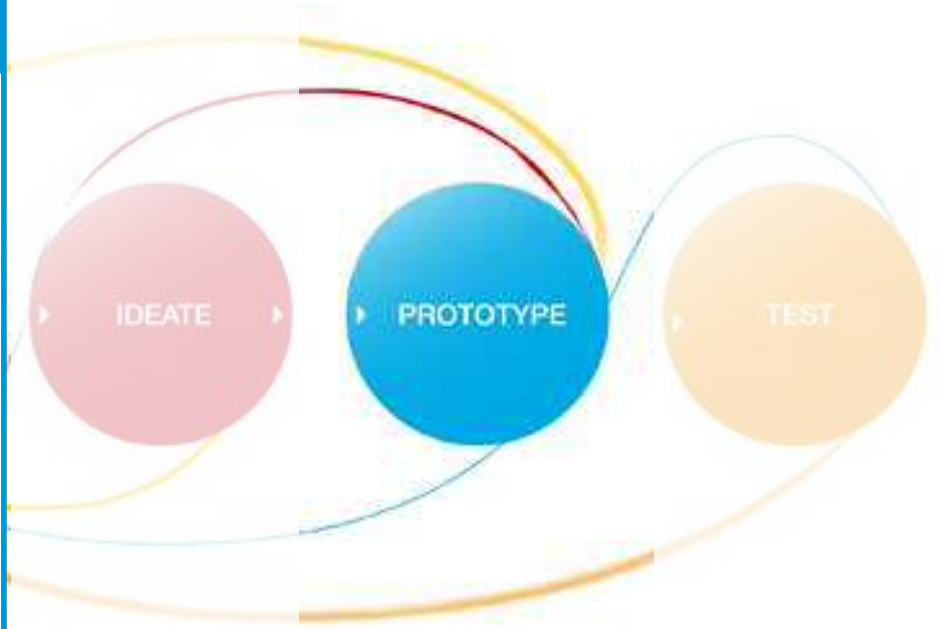


Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking

Prototype

- **Go fast:** quickly, economical, never waste time
- **No frills** demonstrate a design idea without too much details
- **Mock Up Everything:** storyboards, movies etc.
- **Create Scenarios:** various target groups
- **Bodystorm:** roleplay

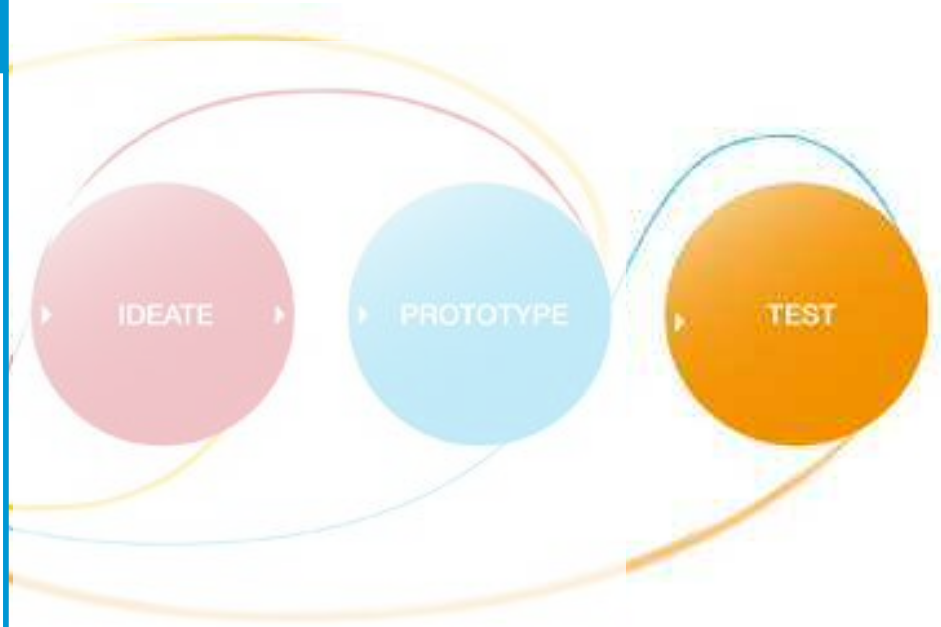


Design Thinking

Design Thinking is a empathy-driven process that combines divergent and convergent thinking

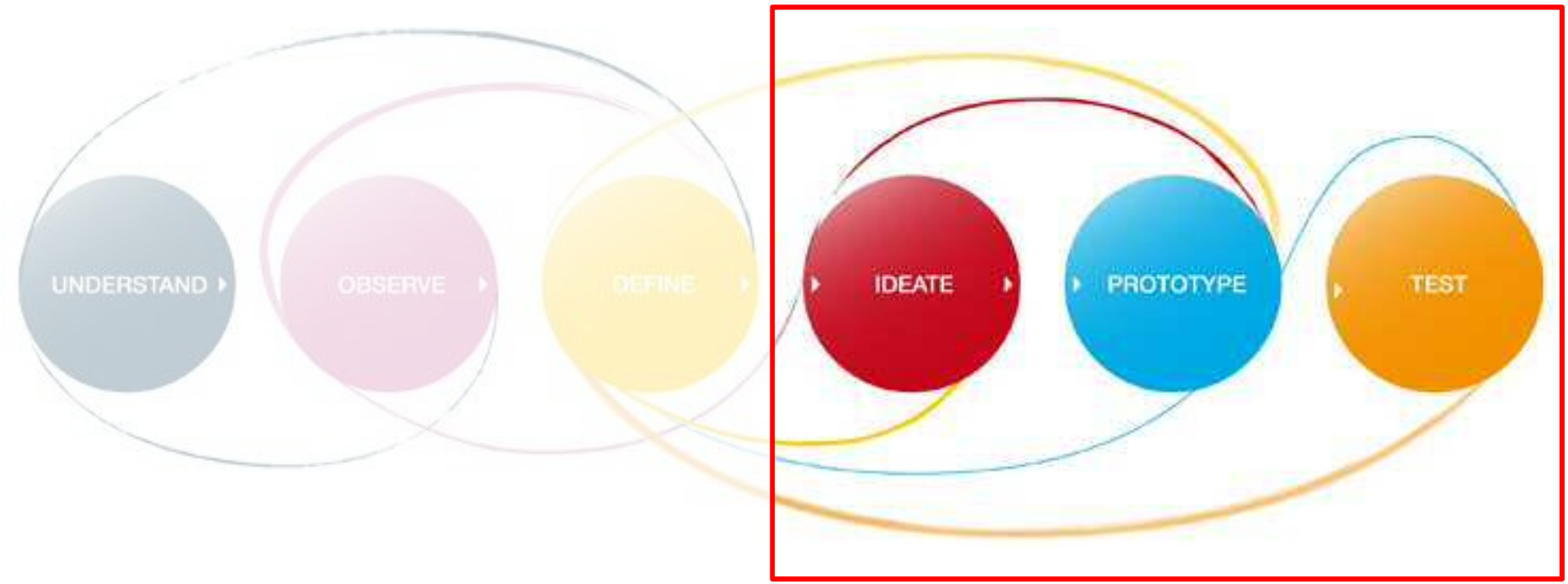
Test

- **Show** not sell
- **Observe** what tester is doing
- **Encourage** feedback
- Ask **open** questions
- **Listen** to the tester, really!
- **Be grateful**



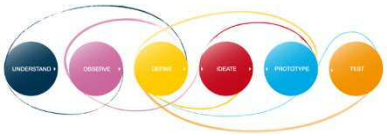
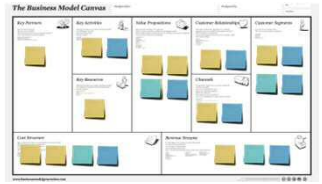
Design Thinking

How could you apply Design Thinking here?



Comparison

Different methods have different foci

		
When to use?	▪ To solve complex problems ▪ To develop products based on customer needs	▪ To analyze an idea systematically ▪ To understand dependencies
How to use?	▪ Try to build interdisciplinary team ▪ Be aware of the phase you are in	▪ Use sticky notes to be flexible ▪ Try to tell the story of your business model

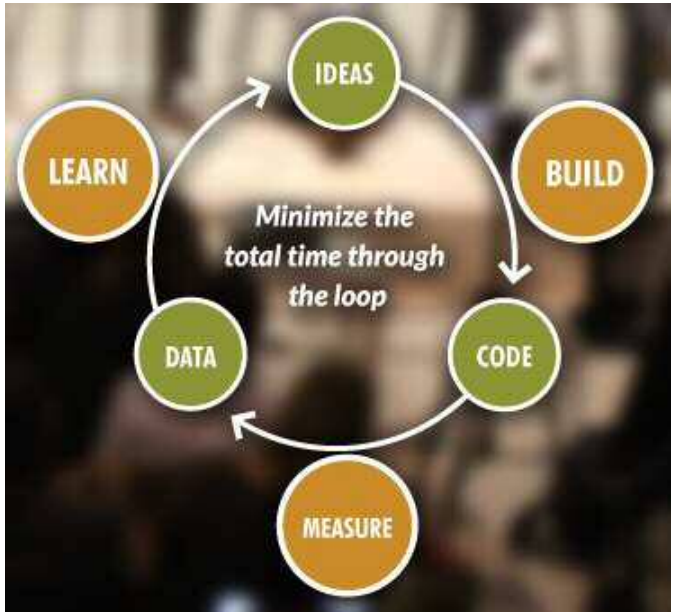
Similarities

Different methods use different names but share common principles

Common principles

- **Rapid prototyping:**
  Build your idea only as detailed as necessary to test hypotheses
- **Hypotheses testing:**
  Develop and test hypotheses to draw conclusions
- **Learn from feedback:**
  Get feedback from outside early in order to be adaptive

Lean Start-up



Let‘s try it!

- Develop your idea with a prototype or the BMC (10 min.)
- Team up (two people)
- Pitch your results to your teammate (1 min. each)
- Give feedback on your teammate‘s idea (1 min. each)
- Think about improvements (1 min.)

Wrap up

WIRTSCHAFTS UNIVERSITÄT WIEN VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

What was it like?

EFMD EQUIS ACCREDITED