

Unlock The Real Power of Ideation

R. Sridhar





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Foreword by Shiv Shivakumar

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Dedicated to

*My parents,
my spiritual Gurus,
my family,
my mentors,
my bosses at work,
and many clients,
who taught me
how to listen,
how to learn,
how to work,
how to pursue my passion
and make it come true.*

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Foreword

I've known Sridhar since I was a Brand Manager in Unilever and he was the CEO of Ogilvy and Mather Direct. Sridhar is a terrific communicator and I still remember his clean slides the first time I heard him at a CII brand conclave where he popped the famous question *“Do you close the bathroom door even if you are the only one at home?”* He was the last word on Direct Marketing in India, a nascent business in the early 1990s.

Fast forward a decade later, Sridhar had retired gracefully from Ogilvy and Mather and reinvented himself with his own ideas outfit and I was Category Manager in the Unilever Personal Products group in Mumbai. We used Sridhar for many creative sessions to generate ideas to feed our Innovation Funnel. We sent fresh brand managers to Sridhar for a week of immersion on the basics of consumers, creativity and building great client agency partnerships. The brand managers came back an energised lot and some of them still talk about that famous week with Sridhar when I meet them now.

Sridhar is and has always been an ‘Ideas’ guru. He never tires of extolling the idea cycle, and challenging us senior managers to spend quality time to get it right. He has captured everything that I have heard him say and live the code on ideas in this book about Ideation. The book is written in a fictional style with Sridhar as the protagonist who is challenged at every step to prove his worth to the senior client and the many cynical levels in the client organization. Sridhar has captured this traditional cynicism very well without becoming cynical! Most clients feel they are ‘ideas’ people and have nothing to gain from idea experts like Sridhar. Clients typically have incremental ideas and we need help to have breakthrough ideas. That’s where people like Sridhar step in. Sridhar gets us to step back, take a fresh look at our business, our consumers and how we serve them. That exercise itself is worth a lot for a learning team.

The book starts with the 7 keys to Creative Block Busting©. I love the conversational style and the book is loaded with simple, implementable idea process models and many rich examples. I took out 10 points from the book:

Foreword

1. Define the problem correctly to generate the idea.
2. Define the challenge precisely to help develop better answers.
3. Senior managers must have a facilitating style in order to solve problems in teams. Avoid a prescriptive style.
4. Senior managers must speak last in an idea session.
5. Get the balance right between energy needed for emotional survival and the energy needed for the daily tasks.
6. Selling the idea inside a company is as important as the idea itself.
7. Challenge the HABIT in an organization- ‘ this is the way we have always done it’
8. We are prisoners of our assumptions and logic and this stops us from thinking differently.
9. Select, not reject from amongst the variety of ideas we have.
10. Asking the right questions is an art.

There is a simple Do It Yourself section at the end of the book for you to practice what Sridhar preaches in the book. So, this is a practical last chapter to a practical book written by a practical ideas person.

Shiv Shivakumar,
Chairman and CEO
Pepsico India Holdings Pvt Ltd.

April 2017

Acknowledgments

This book is the result of several years of study, training, experimentation and work. I owe my gratitude to several people.

My father, who taught me to look for solutions, instead of getting stuck with problems

My mother, who taught me to respect people and listen to them

My wife Viji, who has been a sounding board and a constant source of encouragement and support, never hesitating to state her point of view

Our daughter Pavitra, who nonchalantly challenged the status quo and effortlessly found new solutions

Our son-in-law Vivek Narayanan, for generously sharing his experience in the area of new product development, innovation and opening my eyes to different ways of looking at new ideas

Acknowledgments

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The legendary Mr. David Ogilvy, who showed me how to look for ideas and inspired me to write

Mr. Drayton Bird, my Direct Marketing mentor who taught me how to make ideas work and deliver results

Ranjan Kapur, Country Manager – India, WPP, for showing me how to look at any new idea with an open mind

My friend Shiv Shivakumar, Chairman and CEO Pepsico India Holdings Pvt. Ltd., for his foreword

The many clients who have placed their trust in me and have become friends over the years

My dear friend N. Gopal Krishnan, an ardent book lover, who readily became my writing coach, and ever so gently helped me get rid of my obsession with my own

views. He made me rewrite several sections of the book with a single-minded focus on the reader

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Author's Note

I have tried an unusual format in this book to convey my ideas. Ideas based on my experience over the last sixteen years.

The Sridhar referred to in the book is me. The narrative is based on my experiences with several clients and their projects over the years. However, I have used a fictional style with fictional names to maintain confidentiality. You may perhaps be able to relate to a few instances described in the book. If this happens, it is merely co-incidental.

The fictional style does not take away from the power of the lessons and their relevance.

My fervent hope is that this book reaches many people who want to think differently and do better. If people apply these lessons to their businesses or lives and it makes a difference to them, I would deem the book successful.

Prelude

*“We cannot become what we need to be
by remaining what we are.”*

- MAX DE PREE

It happened in a split second. My wife and I were taken by surprise when the black BMW suddenly overtook us from the left and moved into the parking space I was about to get into. I slammed the brakes in time in a reflex action.

We sat there quite shaken and watched a well-dressed man and his wife get out of the BMW and walk past us to enter the banquet hall. They too were going to the wedding reception of my friend’s daughter.

When we approached the entrance to the hall, I noticed the man talking to my friend, the bride’s father. As we approached them, my friend came towards us with a big smile. He gave me a bear hug and offered a *namaste* to my wife. He then introduced the BMW man.

He was VJ, the MD of a fast growing Rs. 50 billion consumer products company. He told VJ, “You must talk to Sridhar. He is an Innovation Consultant, and makes a living conducting ideation workshops.”

Later, VJ, his wife, the two of us, and a few others were at the same table for dinner. VJ, sitting right across, started a conversation with me.

“So you make a living out of conducting ideation workshops. Quite frankly, I think ideation sessions are a waste of time,” he said.

Taken aback a bit, I managed to mutter, “Oh... keen to know why you think so.”

VJ: “My core team and I meet every year for our annual strategy meetings. We have been to Macau, Mauritius and Seychelles besides a couple of other places for these meetings. I conduct ideation sessions on new business growth. It has always been a disaster. They suggest mundane ideas and I have to step in to bail the session out with some of my own ideas. No more ideation sessions for us. We can save the money; feed the poor people instead or donate it to some worthy cause.”

He was direct. There was no mistaking the aggression in his tone.

I smiled and kept quiet, unwilling to get into an argument and spoil the evening. I turned my attention to the other people at the table.

I bumped into him later as we were leaving.

He accosted me with another barb.

VJ: “Looks like you had nothing to say in your defence.”

RS: “You just shared your point of view. I don’t have to agree with it.”

VJ: “If you don’t agree with my view, you must have the courage to state what your view is.”

RS: “You may not find that palatable.”

VJ: “Cut the courtesy and come to the point.” He egged me on to share what I thought.

RS: “Well, from what I heard, you seem to have no respect for your people or their intelligence. You seem to think that they should feel indebted to you for taking them to all the fancy places. I believe that you do not have the skills necessary to conduct an ideation session. I think you conduct these sessions like your regular

office meetings with the only exception being the venue. Finally, I think you manipulate the meeting to push your own ideas, without honestly giving an opportunity to your colleagues to contribute their thoughts and suggestions.

It is like someone blaming the piano, when he doesn't know how to play it. If you have the same old people, discussing the same old issues the same old way, you will always get the same old results.

I am hardly surprised that your ideation sessions were a waste of time. You set yourself up for failure due to your pre-conceived notions.”

I realised that I had perhaps spoken too much, and so I excused myself and moved away. My wife and I met a few more friends and left soon thereafter.

“Why did you have to do that?” my wife asked as we were driving back home.

“Do what?”

“You talked down to the man. You were almost insulting.”

By this time I had calmed down.

“Maybe you are right. I should get his number and apologise to him.”

Two weeks later my friend called.

“What happened at the reception? I am curious.”

I recounted the whole conversation. “I was rather blunt about my views with your friend VJ. I am truly sorry about that. I did not mean to be rude.”

“No wonder he is eager to see you. He is keen to know more about your work and what you do.”

“Wasn't he upset?” I enquired.

“He was, but your candour shocked him. You have given him a feeling that he was not doing things right. He is quite intrigued and wants to know how he can set things right.”

“Thanks. I will certainly meet him,” I assured my friend.

I called VJ and we set up an appointment a fortnight later.

The First Meeting

VJ was keen to know about what I do, my process, my clients, how I measured the impact of my work and whether I had tangible results to show. He also made a request before I could answer his queries.

VJ: “I am keen to know about your work and your insights through your own experience. Do not give me examples that I can find on the net. I have read a bit and know about what 3M, Apple, Google and some of the others do. Is that OK?”

RS: “Well, I will try. Sometimes I may stray away from our agreement into the forbidden territory, but you can raise a red flag and bring me back.”

“Another thing. I like asking questions because that is how I understand things better. Would that be okay?”

We had several conversations which extended over four to six weeks. In a way, I was grateful to him. His questions gave me an opportunity to revisit 16 years of my work as an Innovation Facilitator, Consultant and Coach.

At the end of our conversations he was talking about making the most out of his people’s experience

and expertise. We designed a process together to help him do that.

What follows in this book captures what I shared with him. It covers many of the principles, templates and frameworks that I use. I also shared anecdotes, experiences (including some instances where I failed), and a long list of books I have found invaluable. Somewhere during the course of the conversation, he gave me the license to call him VJ.

**Creative Block Busting© –
7 Keys To Unlock
The Real Power Of Ideation**

*“Better a diamond with a flaw
than a pebble without.”*

- CONFUCIUS

Imagine a chest with valuable treasure inside. The beauty of the chest is that it has boundless wealth. Even if you take something from it, nothing reduces in it. It has unending wealth to offer.

You have seven keys to open the chest. If you use the seven keys intelligently, patiently and in the right sequence, you will get everything you want from the chest. If you use them randomly, you will only get access to a small portion, but that is not good enough. Opening the chest and getting what you want is simple if you know how to use the keys in the right sequence.

Key No. 1. The Master Key. Define what you want ideas for. This is the most critical key. If you use it, it will make using the other keys easy. Besides, you will get access to everything in the chest.

Key No. 2. The Brains Key . Choose the right people for the task. This key will help you get the best of what you are looking for. If you skip using this, you are unlikely to get to the most valuable part of the chest.

Key No. 3. The Design Key. It is a robust process for divergent and convergent thinking. Using this key requires patience. If you do it right, your diligence will pay rich dividends.

Key No. 4. The Wizard Key. Use a bouquet of tools and techniques. This is the divergent key and helps you explore anything and everything. People who use it well are the ones who reap the best benefits from the chest.

Key No. 5. The Smart Key. Use a smart selection process. This key helps you focus on what will be most useful or effective for you. If you don't use this key, you will have a great time exploring the treasure, but will get nothing useful from it.

Key No. 6. The MOT (Moment of Truth) Key.

Committing money, resources and time. This key shows you how to make the right choice for action. If you falter here, you lose everything you have got.

Key No. 7. The Action Key.

Making things happen. If you used the first six keys, got some great treasure, but did not do anything, you lose everything you have got. It is only action that gets you the results you are working for.

Key No. 1

The Master Key

Define what you want ideas for.

This is the most critical key. If you use it, it will make using the other keys easy. Besides, you will get access to everything in the chest.

The word “question” originates from the Latin root, quaestio, which means “to seek”. Inside the word “question” is the word “quest,” suggesting that within every question is an adventure, a pursuit which can lead us to hidden treasure.

TOM WUJEC

The Master Key. Define What You Want Ideas For

I asked VJ. “What do you want ideas for? This is the first step of the process – defining the right challenge.”

“What do I want ideas for? I am not able to think of anything just now. Why don’t you share an example? That might help.”

I gave VJ the example of my conversation with a Finance Director of a large manufacturing company; someone I had met a few months earlier. He described his current situation to me.

Finance Director: “Most of our work is process and compliance driven. As a result, our people tend to think of the ‘tried and tested’ solution for almost all challenges. They get frustrated when these don’t work anymore. Instead of getting frustrated, I want them to think of it as an opportunity to experiment and think differently. What is important to understand is that not all our problems are numbers driven. A lot of it has to do with people and culture issues. I want them to understand that they need to think differently to solve the problem and not be stuck.”

“How will you know that they can think differently?”
I asked.

“If they suggest alternative solutions to a problem. And if we have never thought of these solutions earlier – as a function, department or as a company, I would say they are beginning to think differently.”

RS: “Interesting. Let me ask you this: can you describe an issue that has remained unresolved for several years and that you wish you could fix?”

Finance Director: “I can give you an issue I am currently grappling with. We are a large engineering company.

We have manufacturing operations at several locations. We have fixed assets everywhere, and they are a part of the company's assets. We should know at any point where the asset is. Is it being used for the purpose for which it was acquired? What is its utilisation level? Is it insured? This information should be on our fingertips. But today we have no means to do this.”

RS: “So what would you like happening instead?”

Finance Director: “I would love it if we can track and tag all our fixed assets, irrespective of where they are.”

RS: “This seems like a tough challenge. So what would you want ideas for?”

Finance Director: “How do we ensure we identify 100% of our fixed assets, tag and track them.”

Defining The Problem – Step By Step

“So what exactly did you do in this case to define the real problem?” VJ asked.

RS: “Step 1: Ask the client to describe a difficult situation; a situation for which they have not

been able to find a satisfactory solution yet. 'Fixed assets spread all over, not able to keep track'.

Step 2: Ask him to describe what would he like happening instead. Understand his vision of the future – one where the problem has been resolved: 'I wish I could identify and tag them all'.

Step 3: Once you have the two descriptions for step 1 and 2 , help the client to define the problem in a single sentence. It must be one sentence, not longer than 15 words. Brevity and clarity are important. Make sure that the statement defines only one problem.

Once this is clear, make it precise and focused. Add a quantitative target if possible. This helps us to develop a simple score card that measures actual performance. To help him with his problem – 'How do I tag 100% of all our fixed assets', I explained the three key steps to defining what you want ideas for."

"So is this the process for defining the challenge: what we want ideas for? Or is there another way?" VJ asked.

Defining The Problem – Another Approach

RS: “Let me share a different approach which I followed for another client. I was working with a control automation company. They had a significant projects business. The CEO and his team agreed on a goal to hit Rs. 10 billion in the next 12 months. They wanted me to work with them to identify new growth opportunities.

This is what we did.

I met the CEO and his management council members. After some initial discussions I asked the CEO this question:

“How much of this Rs.10 billion can you deliver without any difficulty? Without stretching yourselves too much?”

“Probably Rs. 7 billion,” replied the CEO.

RS: “So the additional Rs. 3 billion is the tough challenge?”

CEO: “Yes, we can't see where it can come from.”

RS: “Ok, here is what I suggest: write down every single reason why you cannot deliver the additional Rs. 3

billion. What will stop you? What will come in the way? What barriers do you see? Identify every single one of them. Write down each obstacle on a separate post-it slip. Write down everything. Whatever you thought of but never had an opportunity to share. Capture issues that you had discussed in the cafeteria over lunch, during travel, etc. I want all the reasons why you cannot achieve the additional Rs. 3 billion.”

He and his management council members spent 20 minutes thinking of barriers. They generated several reasons which they believed would stop them from achieving the additional Rs. 3 billion.

There were 170 post-it slips with reasons stopping them from completing the task. We put them all up on a large whiteboard. They grouped these under various topics and removed duplication.

Then the team identified the biggest challenge. ‘Not getting adequate number of BIG (large value) projects’.

They were spending unnecessary time managing too many small projects. This led to a discussion about what would be a large value project. The agreed definition of

a large project was one that would be worth at least Rs. 200 million.

Finally, the CEO articulated the challenge. “How do we get large project orders with a minimum order value of Rs. 200 million?”

The Art Of Asking Questions

VJ commented, “I am beginning to see the value in defining challenges precisely. I notice you asked some pointed questions. In my view, that altered the course of the discussion. I am not sure we are good at asking such questions in my company. I suspect I am not good at it either. Is it possible to train people to do this? What did you do to understand how to ask good questions? How did you develop the skill of asking good questions?”

RS: “That is a good question! I have been grappling with this issue for many years. I struggled with it during the initial days I worked with Ogilvy. My challenge was to help our people get a good brief from the client. I saw my mentors in action during client meetings. They asked simple questions

and steered the conversations toward pertinent objectives. They were able to zone into the real issue quickly and thereafter concentrated on spending time discussing ways to solve that.

I read books on the art of asking good questions and tested what I read at every opportunity. Gradually, I became comfortable asking questions without making it sound like an interrogation. In some situations, questions made people uncomfortable. I spent time understanding the reactions that questions evoke. Sometimes instead of asking ‘why’ I learnt to rephrase a question and ask it in a different way.”

VJ: “So how do you help people learn the art of asking the right question?”

RS: “First: learn from journalists. Good journalists use the 5W + 1H.”

VJ: “What on earth is 5W+1H?”

RS: “5W – Who, What, When, Where, Why and 1H – How. When they want to probe before writing a story, they use these questions well. You will get

specific answers for questions starting with Who, What, When and Where. Questions with Why and How expand the scope of the discussion.

If you notice, in our conversation, you have been asking how and why questions most of the time. This question is a ‘what’ question. ‘What is 5W + 1H?’

I also use a unique toolkit called Creative Block Busting© Tool Kit. It has a question pack which features 27 mind-opening questions. I use that to help people understand how to use questions to arrive at a challenge statement. In fact, this toolkit is a vital component in my repertoire when conducting workshops. It has inevitably kindled the curiosity of the participants. It has been a powerful catalyst to arrive at some original and creative solutions.”

VJ: “How does this work?”

RS: “In my ideation sessions, there are three key players. The first is the problem owner or client who wants ideas to solve a problem. The second is the facilitator – me – who designs and manages the process . The third are the participants in the session. I call them advisors.

We use the question pack from the tool kit with the problem owner to show how to define the right problem or challenge.”

VJ: “Got it. How do you use the question pack?”

Using The Question Pack

RS: “Here is an example. The director of a large well-known NGO was our client or let us say, problem owner in one of our training sessions on ideation.

She described her situation as follows:

‘We have been around for several years. We have more than 3,50,000 donors on our database. We have had excellent support from them because they believe in our cause. But I have recently noticed a trend which is disturbing. The average donation per donor has been going down. My assessment is that there are more NGOs in the field supporting many good causes. It is possible that our donors are splitting their donations across various causes. This is similar to how customers split their business across various hotel chains or airlines. I have observed that those businesses have tackled the issues through their loyalty

programmes. My question is, how do I hold on to my donors while making them more loyal to our cause.”

VJ: “So her challenge was: how do we ensure the loyalty of our donors. Right?”

RS: “That is exactly how she stated that. So we used the question pack from the tool kit to delve deeper to locate the real issue.”

VJ: “How did you do that?”

RS: “We had 25 participants at this session, 5 to a table. I shuffled the question pack and asked each participant to pick one card.

Here is the process that we followed:

One person from each table read out a randomly picked question from the question pack. The director of the NGO would answer that question in detail. I would capture that on a screen – making it visible to all. We had three rounds with 15 different questions. The director answered most of the questions. Now the participants had a lot more information about the issue.

I invited the participants to redefine the problem in as many different ways as possible based on the additional

information they had. They wrote each statement on a separate post-it slip. If I remember right, we had 30 statements.

We announced a tea break. The Director and I went through the options and she picked the one which pinpointed her real issue.

It read: **‘how do we ensure that our current donors donate more regularly.’**

This was her real issue for which she wanted ideas. We could have gone astray if we had worked on ‘How do I ensure the loyalty of our donors to our cause’.

VJ: “Has this process worked in any other situation?”

RS: “Several times. The IT director of a large, fast growing bank had a challenge. His users would not follow instructions given by his people. This led to a constant tussle between the IT department and the users. We used the question pack to zone in on the ‘real issue’.

Original statement: How do we ensure that our users follow our instructions.

Revised statement: How do we earn the trust and respect of our user departments.

During the process they discovered some interesting issues. Because the bank was growing fast and the IT group had to keep pace, they hired people from their vendors. However, users continued to see them and treat them as vendors and not as a valuable internal resource.”

VJ: “How else can we define a challenge statement? What other methods have you tried?”

The Bug List Method

RS: “Sometimes I have used what I call a ‘bug list’. A large public sector company in the cooking gas business wanted to develop a new customer value proposition. We met groups of stay-at-home women. We asked them ‘what is it that working in the kitchen bugs you the most?’ We also included questions on what bugged them about the cooking gas cylinder. We used the bug list with a group of managers the next day to generate a crop of new value proposition ideas.

The Three Question Method

I find the following three questions help me get to the real issue rather quickly:

1. What is happening now?
2. What do you think is really happening?
3. What would you like to see happening instead?

If we listen carefully to what the client shares, we get a lot of information – rich with clues and insights. Sometimes we find there are several challenges. In such situations we help the client prioritise the issues.

Which issue needs immediate attention? Which can wait for some time? There is the famous 2x2 Important vs. Urgent matrix we use to select the one issue we must work on. You can use that to decide which issue needs immediate attention.

I am often reminded of the 20 questions game we play in parties. One person thinks of an object or a person or a name and the other person must guess what it is. You can ask a maximum of 20 questions. Some people get the answer within 10 questions. The more they practice, the better they become. They are able to figure out which are

the relevant questions that must be asked and how to stay on track to uncover the answer.”

Conversation Starters To Define A Challenge

VJ: “Is there some other method you use to get to the real issue?”

RS: “Sometimes I use conversation starters. This helps clients start the discussion on the issue.”

VJ: “What do you mean by conversation starters?”

RS: “Starters like I wish . . . How I wish we could. . . Or If only we could. . . ”

VJ: “How does that work?”

RS: “Why don’t you try it? Try using ‘I wish . . .’ in the context of your business.”

VJ: “I wish we could double our margins in the next 12 months. I wish we could break the silos between functions.”

“Try ‘How I wish we could’ . . .”

“How I wish we could dramatically improve our presence in the modern trade.”

“How I wish we could develop a sense of urgency in our people.”

“Want to try ‘if only we could. . .’?”

“If only we could get rid of our bureaucracy, we could move much faster as an organisation.”

“If only we could get closer to our field sales people, we could improve our sales performance significantly.”

RS: “What do you think?”

VJ: “That’s fascinating! Pretty good way to unearth latent issues and bring them to the fore. I am impressed! What I like is how informal the discussion is. Maybe I should try this with some of our senior people.”

RS: “Do you have any further questions?”

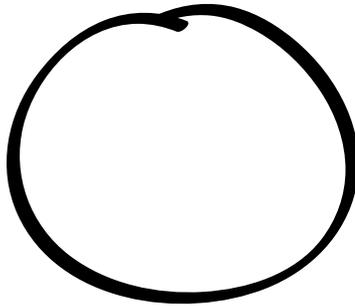
VJ: “What do you do in ideation sessions for New Product Development?”

RS: “We start with consumer insights and trends based on market research.”

Challenging Assumptions To Define A Challenge

VJ: “That is an interesting range! You seem to have been working with several clients on various, different challenges. Is there something else we must do, so that we get sharp challenge statements?”

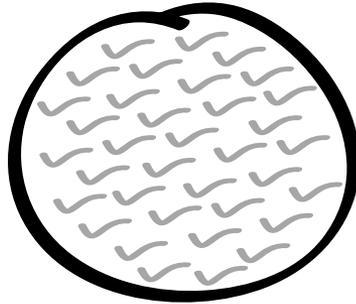
RS: “I am glad you asked this question. Sometimes I ask people to try a simple exercise. I ask them to draw a circle.



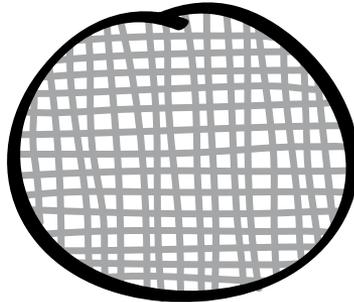
Draw a Circle

Then I ask them to fill the circle. I ask them to do that as fast as they can. Here are a few examples of what people do.

Key No. 1: The Master Key

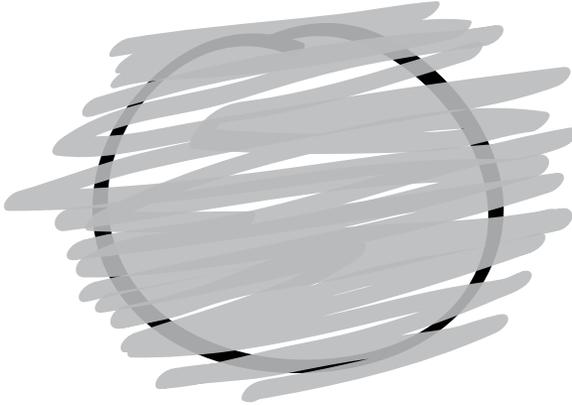


Fill it as fast as possible



Fill it as fast as possible

But they never fill the circle in a way that their lines spill outside the circle.



Why dont people go beyond the circle?

This is perhaps the fastest way to fill the circle. Yet they invariably never do this because they ASSUME that they have to remain within the circle.

The insight is: the assumptions we make about the problem, limit the quality of our solutions. So, it is important for us to clarify boundaries if any. Otherwise, people make their own assumptions which affects their thinking.

Check what assumptions we make about the problem. This can lead to a sharp challenge statement. Sometimes it can even trigger interesting ideas.”

Challenge Statement Examples

VJ: “Can you share examples of challenge statements you have worked on over the years?”

RS: “Sure. Take a look at some of these:

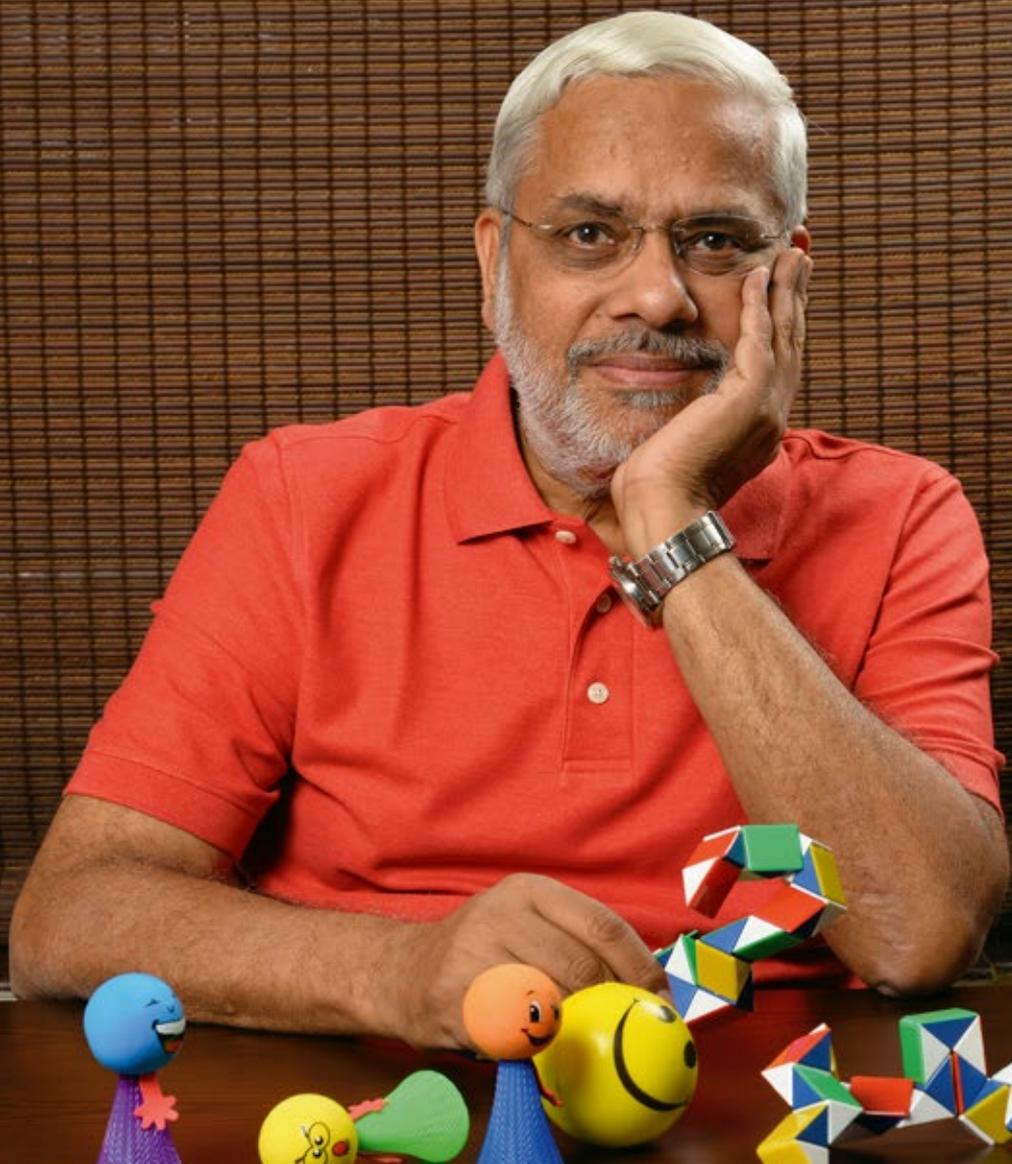
1. How do we build brand preference
2. How do we make customers say “WOW!”
3. How do we make consumers change habits
4. How do we build and cement relationships with key customers
5. How do we dramatically accelerate growth
6. How do we rejuvenate our stagnant brand
7. How do we reduce rework by 50%
8. How do we squeeze the waste and stretch the value
9. How do we retain our best talent
10. How do we catch errors before they occur”

VJ: “One final question. You had mentioned when we first met that I do not have the necessary skills to run an ideation session. What exactly did you mean?”

RS: “Most of us, as leaders and managers, are used to what I call a prescriptive style. We not only tell people what the challenge is but also tell them how to solve it. It has worked for us often. However, for conducting ideation sessions, this style is the biggest impediment. What we need is a facilitative style. This style, by contrast, is more relaxed, friendly and encouraging. There are no directives, only suggestions. It is more focused on allowing other people to express their views. It focuses on listening. We don’t jump to conclusions or judge the other person and his ideas. It requires training and more importantly, practice. We will explore this later. Are you ready to move on?”

VJ: “I would like to digest what we discussed today before we move on. Why don’t we meet next week and take our conversation forward?”

RS: “Sure.”



- Why are bright managers unable to think differently?
- Why are ideation sessions not productive as managers would like them to be?
- Why do senior leaders kill ideas when their support is most needed?

Sridhar answers all these troubling questions and many more. He then sets you on a practical step-by-step process to "Unlock The Real Power Of Ideation."

