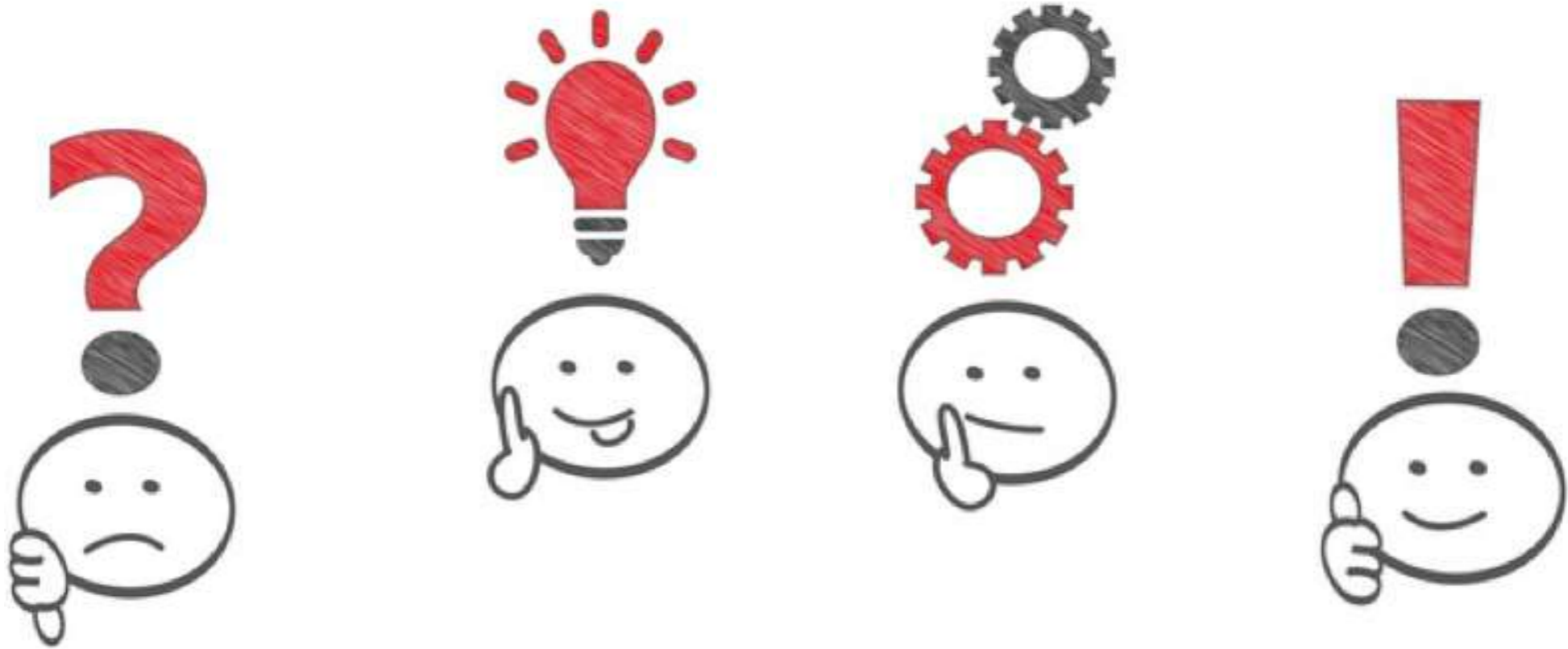


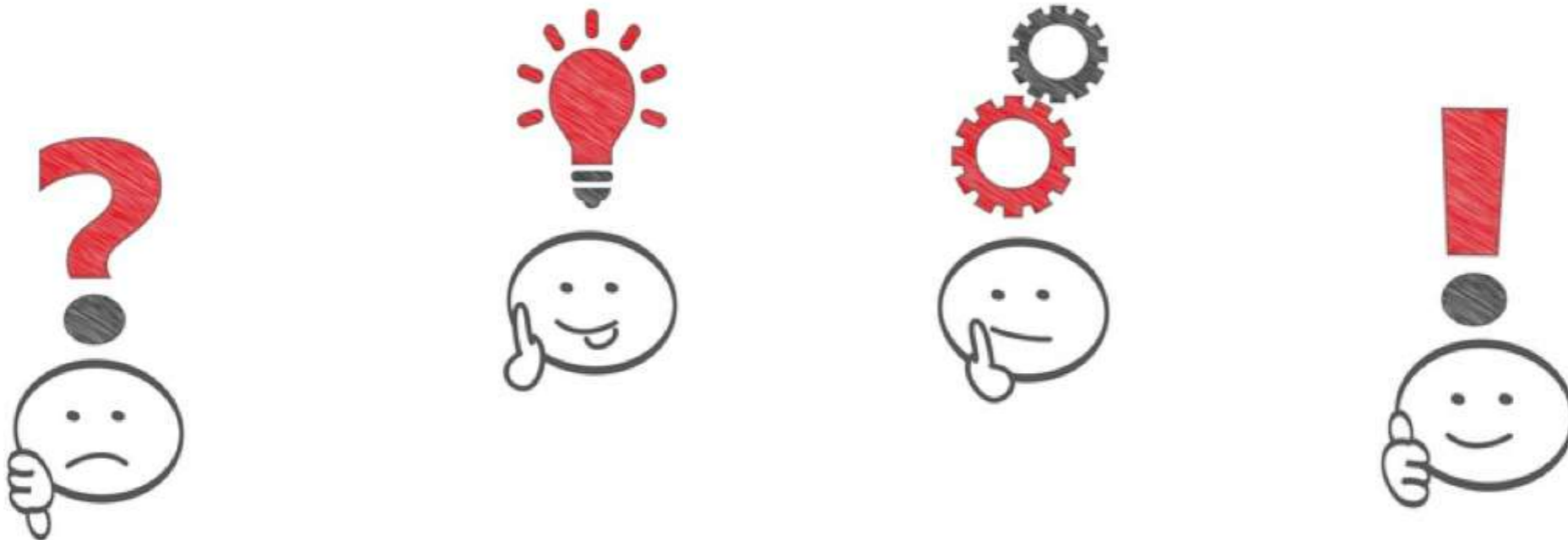
Team Book



SciencesPo

ÉCOLE DU MANAGEMENT
ET DE L'INNOVATION

Projets Great Transition - année 2019-2020



Team book

Table of contents



The project framework
Objectives, steps, stakeholders

p 3



About creativity, innovation and teams
Definitions of creativity and innovation (p 7)
Creative process (p 10)
Changing the reference fields: example (p 12)
The 3 stages of team development (p 28)

p 6



Teams deliverables
Interim (p 15)
Final (p 20)

p 15



Tools
Creating a climate conducive to ideas (p 24)
Designing the creative challenge (p 25)
The random word to get ideas (p 26)
Selecting and improving ideas (p 28)

p 22



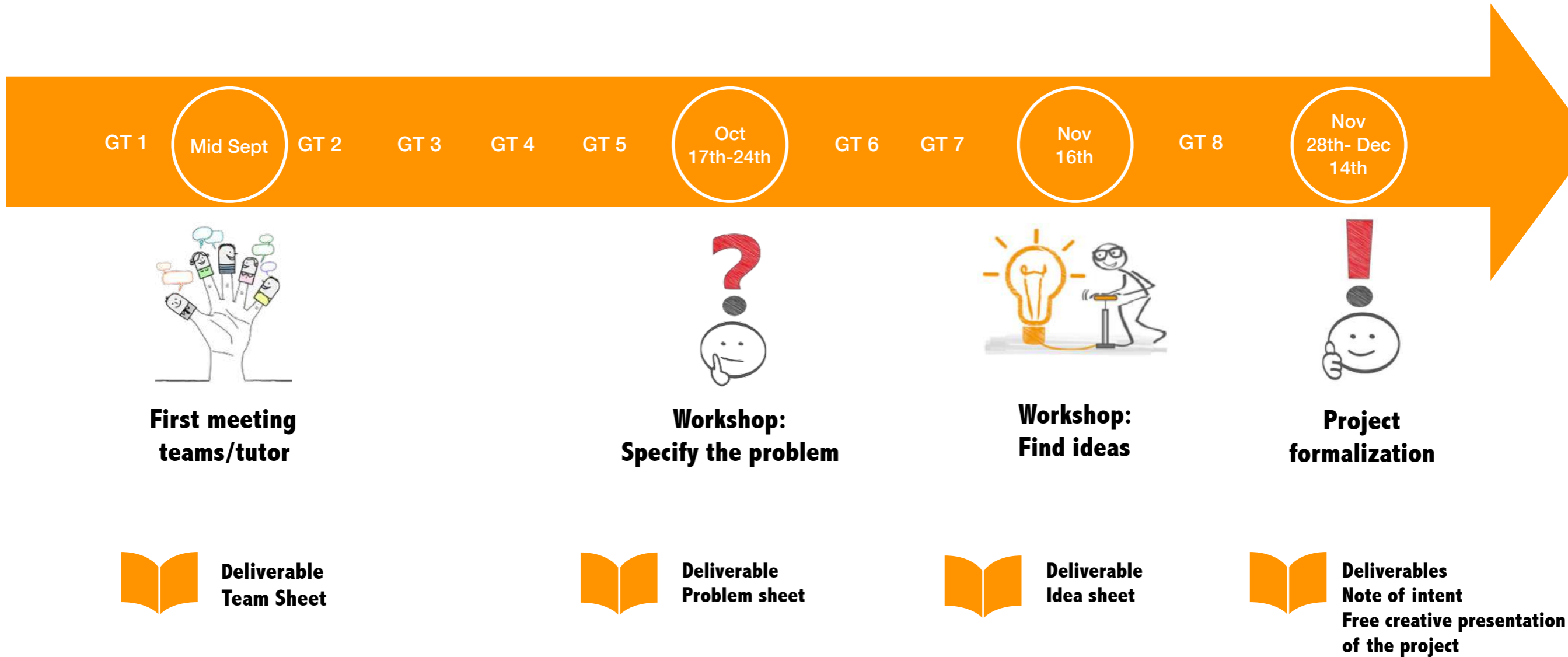
Bibliography

p 30

The project framework



Process steps



Stakeholders

Tutors

- Help teams to step back and reflect on how they operate and on their relationships
- Remind teams of the schedule
- Validate intermediate deliverables
- Support teams on methodological points
- Facilitate workshops

Coach (Annie)

- Provides methodology
- Answers questions about methodology
- Provides teaching material
- Helps tutors during the workshops with the teams

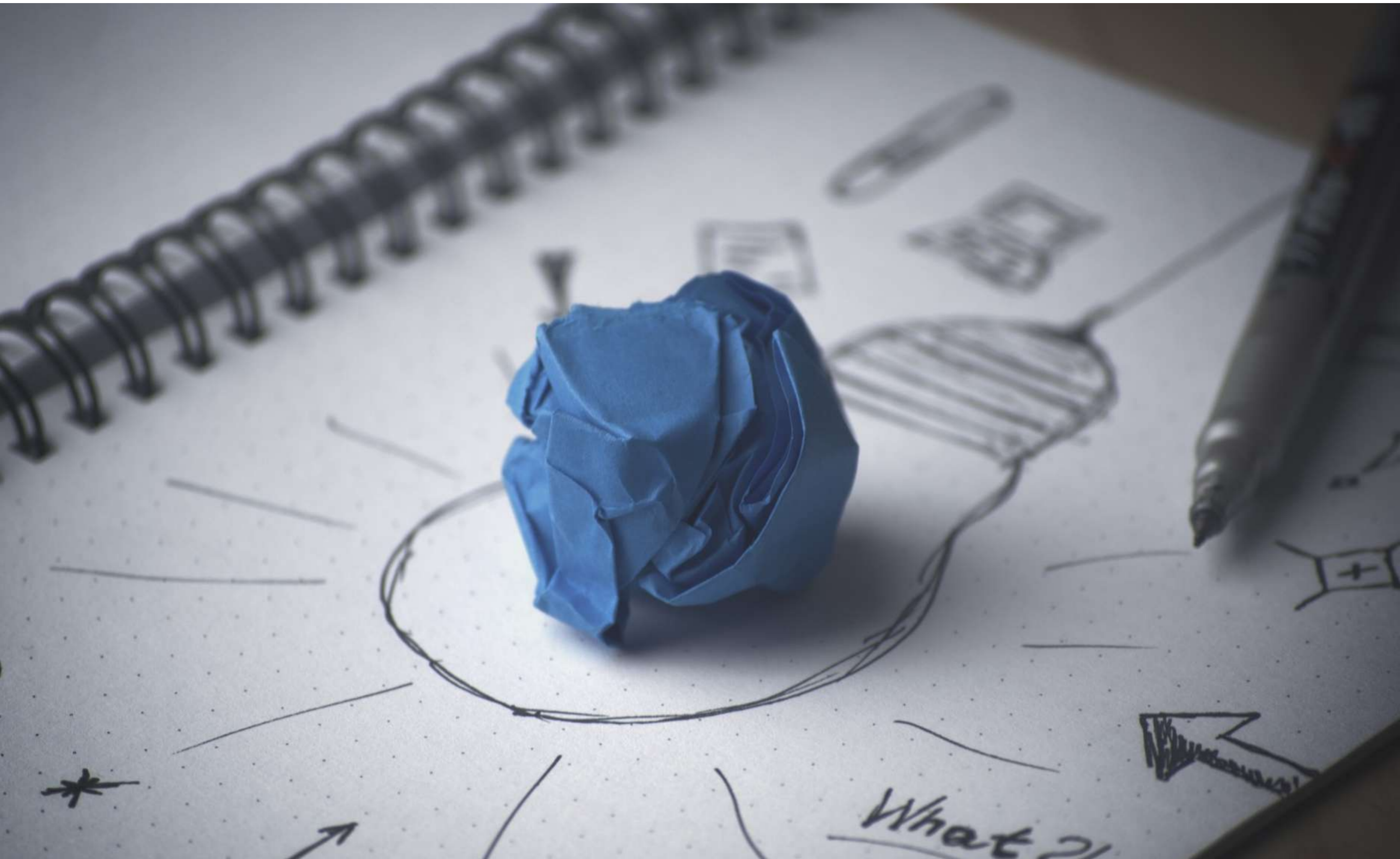
Teams

- Ensure that they work together in an effective and inclusive manner
- Use methods they learn
- Provide deliverables on time
- Ask tutors when there is a problem
- Ask question when something is unclear

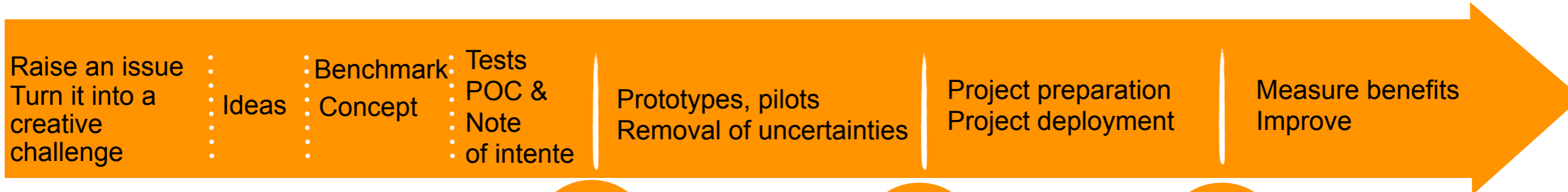
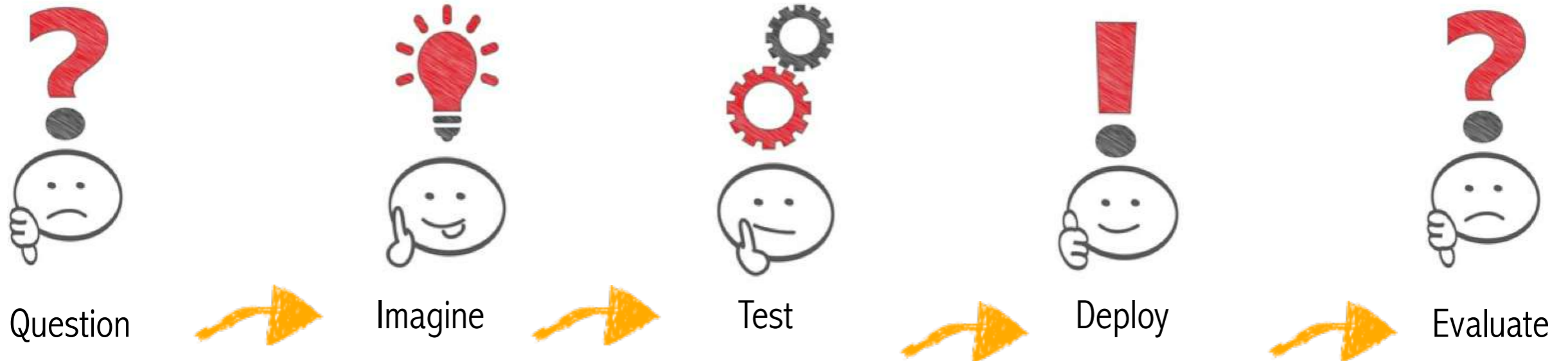
Poone

- Maintains virtual workspace
- Checks the rendering of deliverables
- Answers technical questions
- Helps tutors during the workshops with the teams

About creativity, innovation and teams



Innovation process



Creativity

Go/
No go

Invention

Go/
No go

Project

Step
back

Students project

Innovation: one word, several fields of application

Innovation is not only a matter of technology, any activity can fuel innovation.

For instance, Bpifrance refers to 6 kinds of innovation <http://fr.slideshare.net/Bpifrance/innovation-nouvelle-generation>

1. Product, service or use innovations

Examples : AirBNB, Blablacar, Nickel account

2. Process and organization innovations

Examples : telemedicine, Zara for its rapid turnover

3. Marketing / commercial innovations

Examples : Amazon recommandations

4. Business model innovations

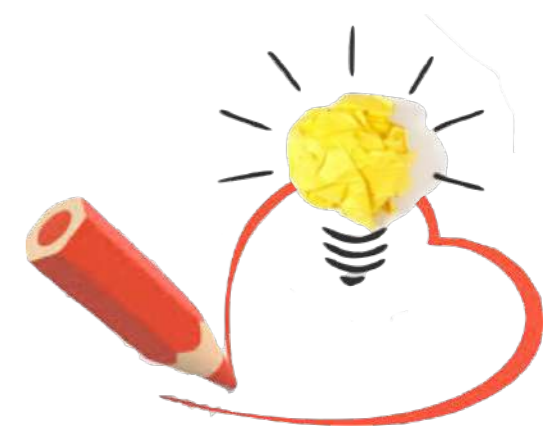
Examples : Apple Store, Open innovation

5. Technological innovations

Examples : Rhénovia Pharma, Intelligent patch to deliver drugs

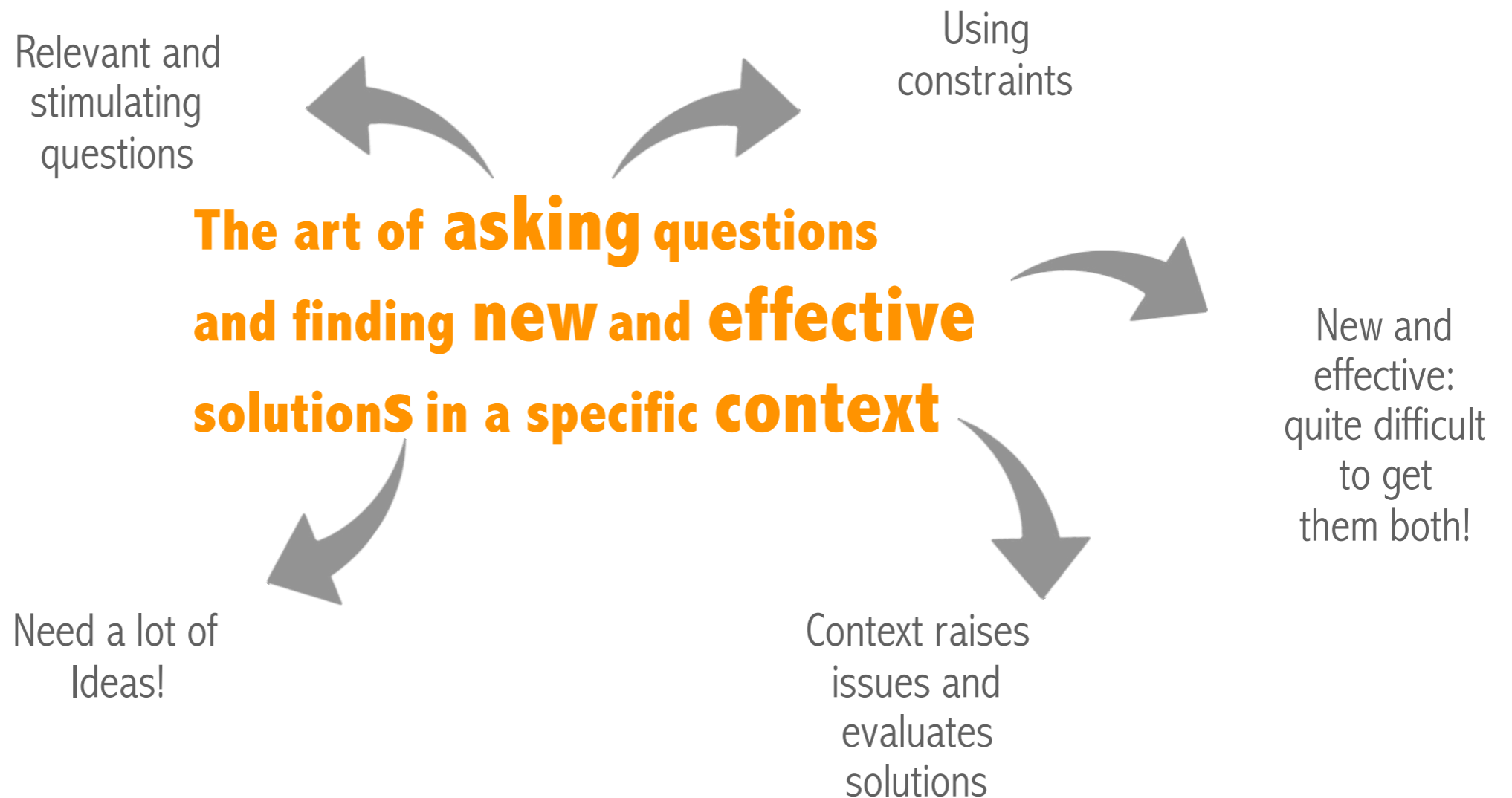
6. Social innovations

Examples : micro credit, « La Tournée » (local merchants home delivery by long-term unemployed)



Creativity: the starting point

Unexpected Efficacy : Edward de Bono



The natural creative process: 3 key steps (Henri Poincaré)

?

Impregnation

We become
« inhabited »
by the problem



...

Incubation

No conscious work, but
it's being thought
somewhere



!

Illumination

Eureka! The solution
appears as a miracle



Incubation: central but not really controllable



« Wait, boss
I am incubating »



Creativity methods all seek to stimulate or simulate incubation
Objective: change the reference fields, the paradigm

Changing the reference field : examples



Concave roof



padlock saddle



Little Miss Matched
socks sold by 3

Changing the reference field : examples



Rolling cans



Compte Nickel
Bank account without a bank

Deliverables




Interim deliverables: Team sheet

Before September 30th



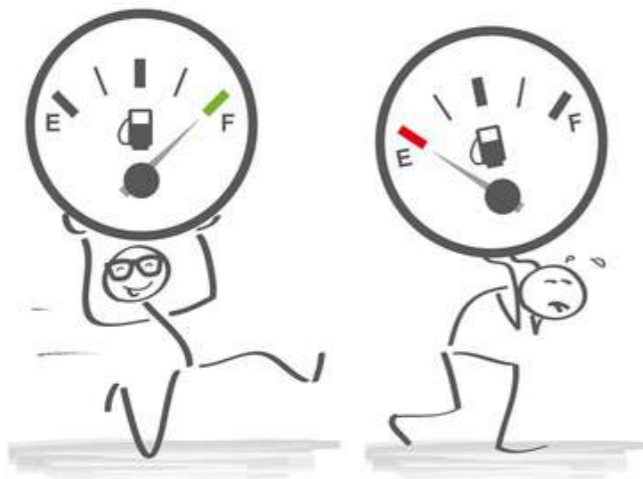
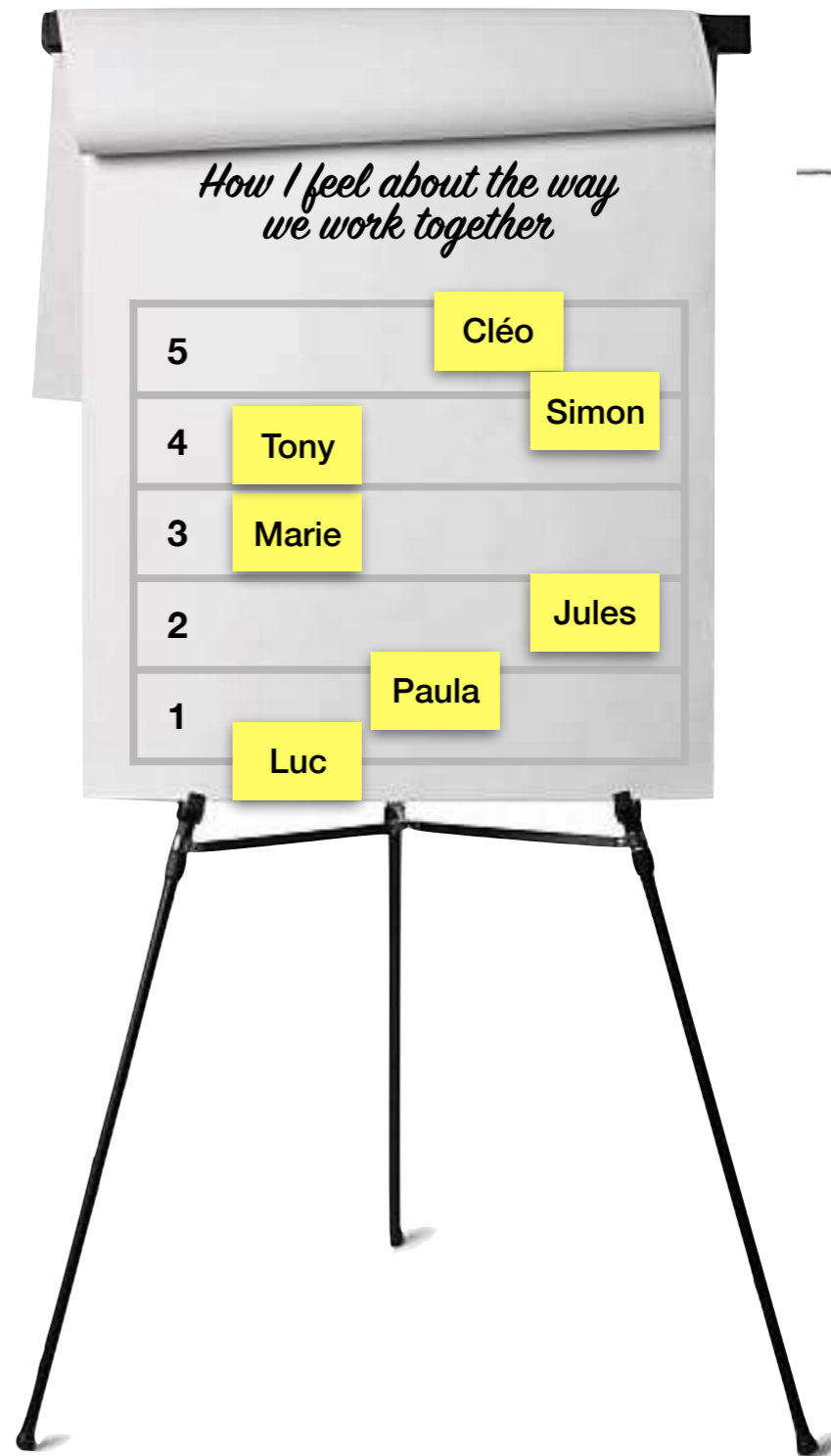
	<p>Our team sheet</p> <p>Us :</p>	
 <p>Our key strengths</p>	 <p>Our vigilance points</p>	

<p>Our 6 Commandments to be efficient and have fun together</p> 	
<p>Our team name and logo</p>	

When you meet, discuss about how you work together and try to improve it



At each workshop:
Write it on flip charts
Discuss how to improve it






Interim deliverables: problem sheet

Before November 1st



Problem Sheet

Problem title :	
Issue	The situation today described in a few lines with concrete elements, figures, constraints
	Why is it an issue and why does it matter?
	To which subject of the course is this problem related? What has already been tried to fix it?

Indicators	If you find a solution, how will you see it is effective ? Thanks to which indicator?
	
Challenge	Therefore, what challenge do you propose?
	<ul style="list-style-type: none"> . In 20 words maximum . Concrete and specific . Starting with how . Including your main indicator as well as the major constraint . In the form of : How + verb and indicator..... knowing that + constraint <p>Example: how to fit 20% more passengers in a TGV, with an equivalent train size, knowing that it is also necessary to fit their luggage?</p>




Interim deliverables: idea sheet



Before november 28th



Idea sheet

Idea name		Team:	
	Reminder of the initial problems and issues		
	Description of the solution specifying the positive impacts, how it seems effective, original compared to existing solutions, and feasible.		E O F
	Direct and indirect benefits of the solution (beyond the initial impacts). Sustainability of the solution.		
Allies and Resources			

	Disadvantages and risks (what works less well, what could cause failure)
	Refractories, opponents
	How to avoid disadvantages and risks? How to get the grades up?
	First steps

Final deliverables: the note of intent

It should include the following headings

Problem

What we know about the context.
What problem are we answering?
What's at stake?
What needs? What constraints?
Why is this problem important?



Proposed Concept

Name, detailed description,
Scope
Which other solutions do exist?
Why is your solution effective? Original? Feasible?
POC and tests

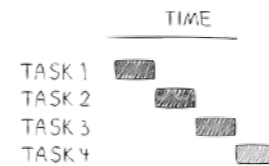


Expected positive impacts

(Quantitative &/or Qualitative)
sustainability of the solution



Major risks and actions to reduce them



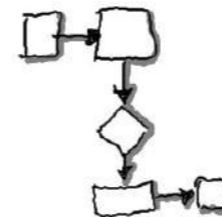
Deployment strategy and major milestones

How could your solution be implemented?
With what major steps?



Return on investment analysis

Gross estimated costs and benefits
(investment and run)



Organization

Who could be partners, sponsors of the project?

Final deliverables: innovative presentation

The innovative presentation of your project can be done in several formats:

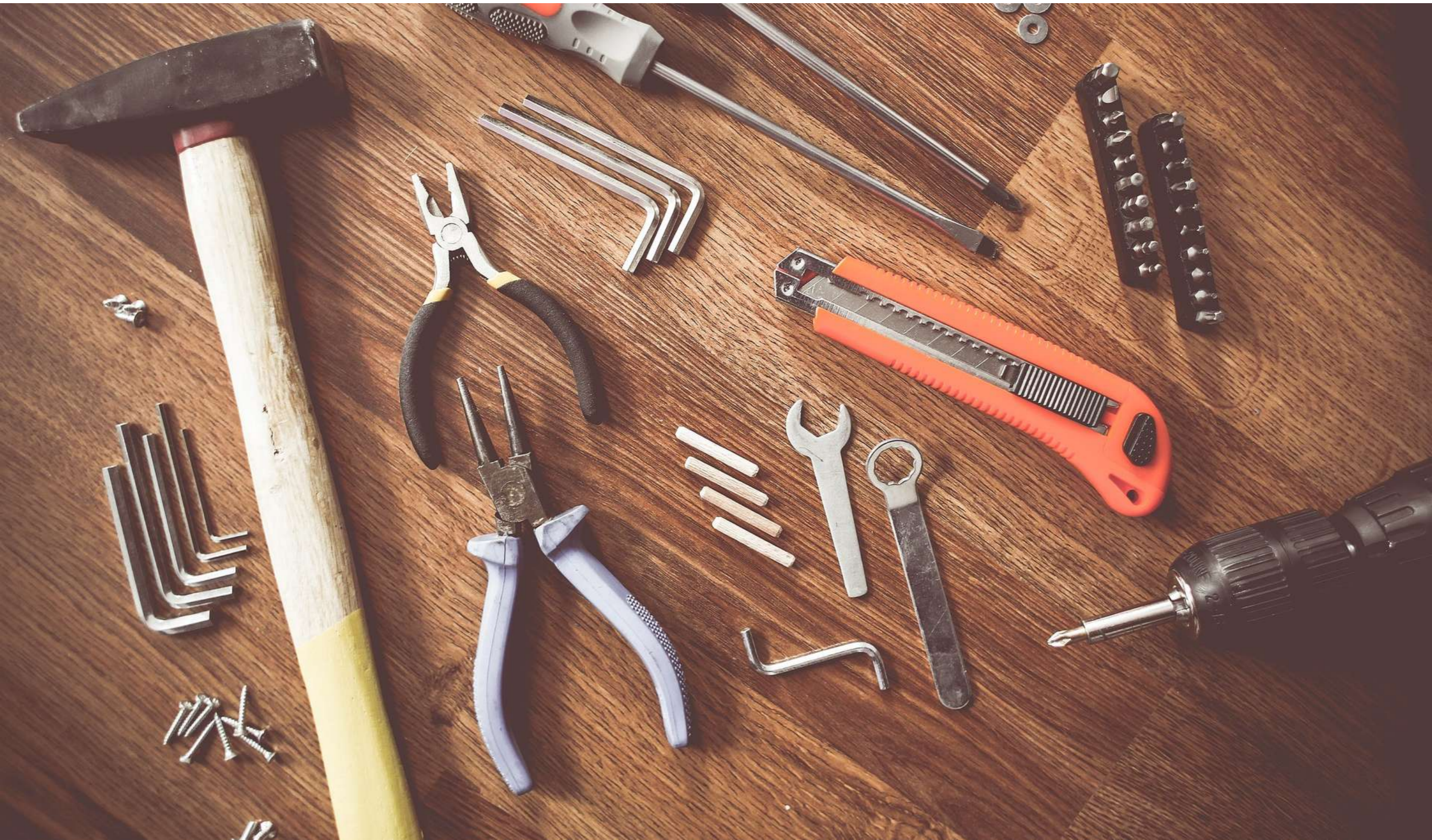
- Papers, Poster, WebDoc, sketchnotes
- Comics
- Video
- Websites & Apps
- Social experiments
-

It should help us to visualize your project.

We appreciate having original formats !



Tools



Creating a climate conducive to ideas

The CREA rules

Give **C**oncrete ideas

Rebound on ideas



Accept without judging

List **E**n carefully

Designing the creative challenge

The « right » challenge

- Elementary
- Concrete
- Based on figures
- Challenging

How ?

- Enlarge and open the problem, then find a specific angle of attack, like a journalist for an article.
- Consider how you will see your solution works, your success indicators
- Turn the issue into an inspiring challenge

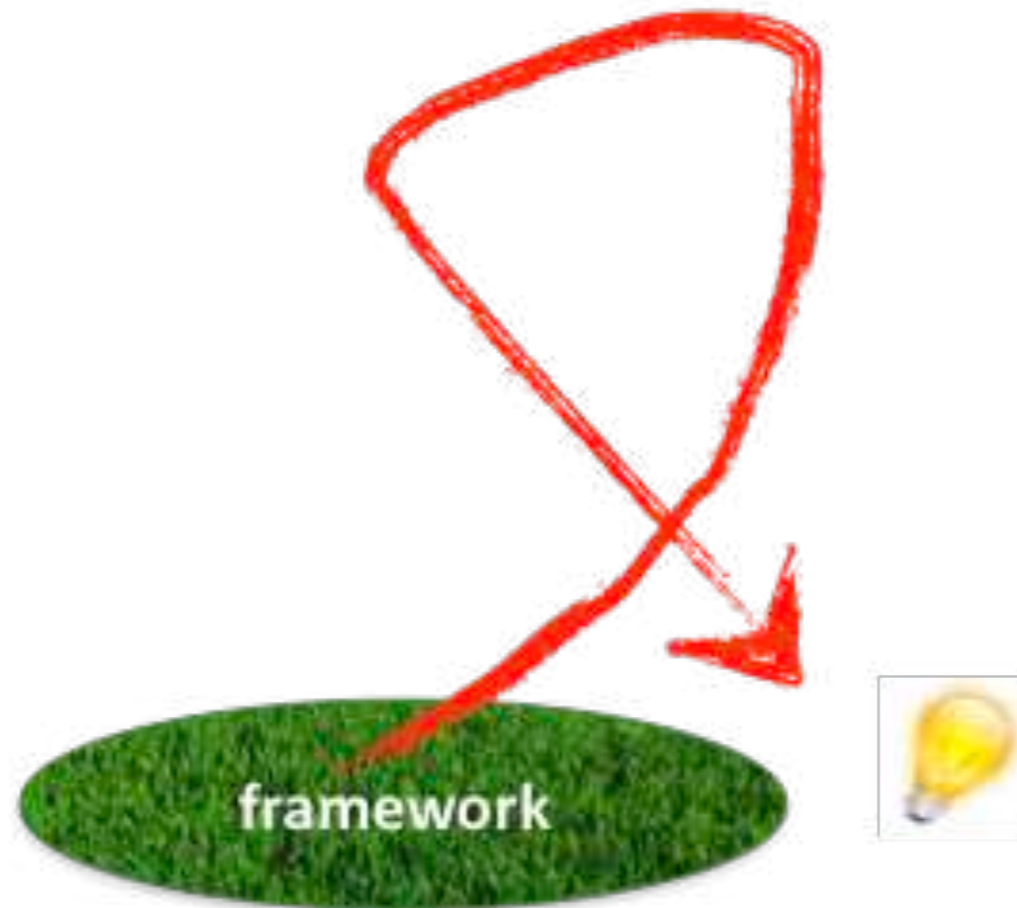


- The right challenge will help the idea grow stronger
- Express precisely what issue the idea addresses
- Provide concrete targets

- The right challenge will ease communication
- By promoting the idea as meeting a need

Changing the reference field using detour methods

Go far away from your issue, your habits, your way of thinking,
then come back with different points of view, new ideas.

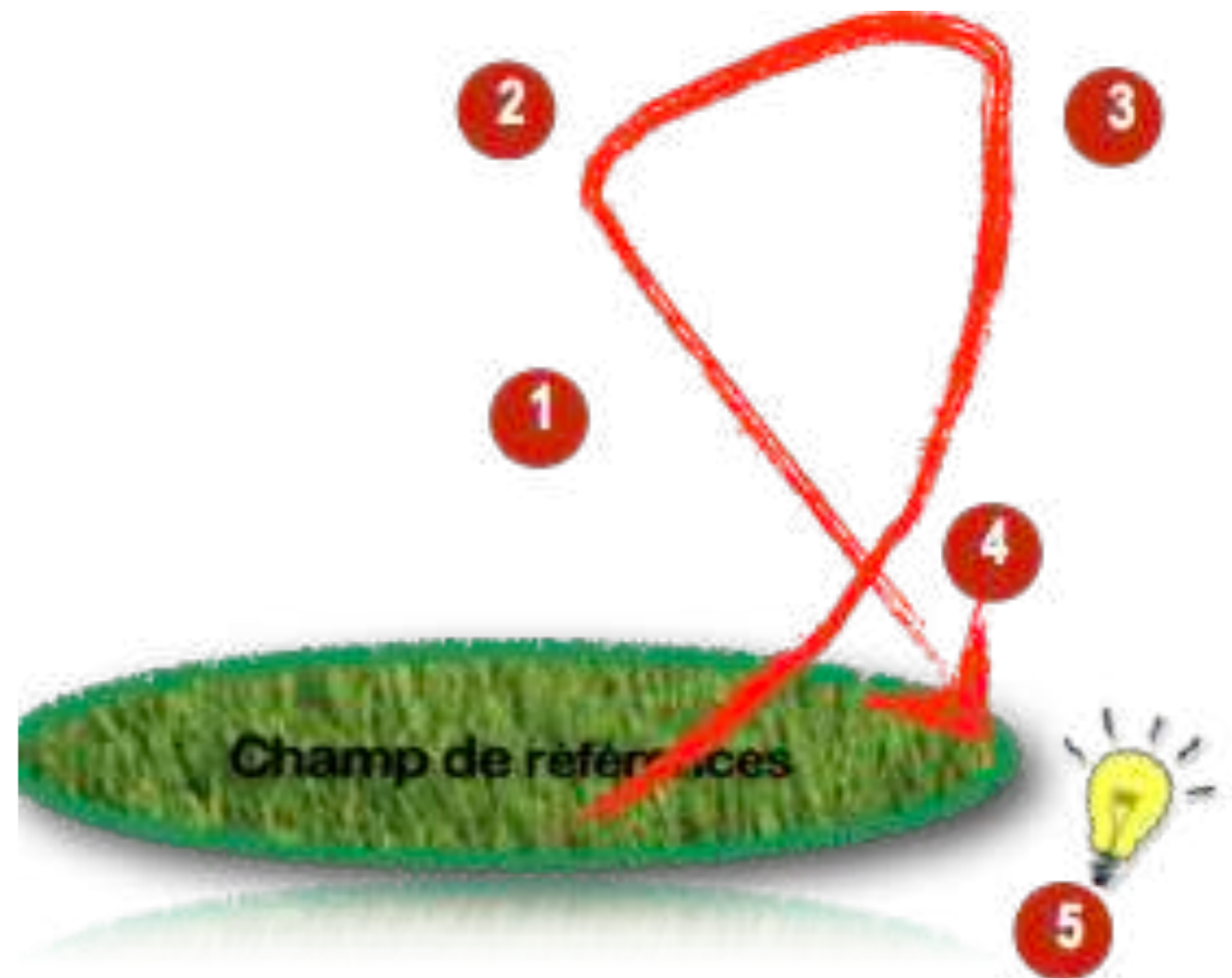


The random word: a detour method

The random word: to solve problem

- 1 Pick a word randomly
- 2 Use divergent thinking and associate 4 words, as different as possible, while forgetting the problem
- 3 Do the same and associate 5 new words from each of these 4 words until reaching about 20 words
- 4 Start to get closer to the problem by looking for rough ideas
- 5 Go deeper in each rough idea to turn it into concrete solutions

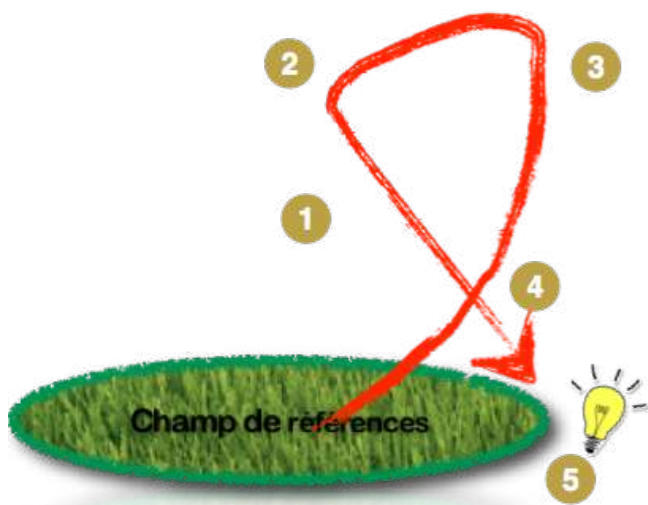
Duration: from 60 to 90'



The random word: example

how to fit 20% more passengers in a TGV, with an equivalent train size, knowing that it is also necessary to fit their luggage?

Step 1 1 random word	Step 2 4 words	Step 3 20 words	Step 4 + 5 Rough ideas Then concrete solutions
Stone	Shoe	Shoelaces, sock, sandal, leather	Rough idea: use shoes too small Concrete solutions : Have low cost seats without luggage and with smaller seats
	Flat tire	air, bicycle, pump, injury	Rough idea: have unfoldable or inflatable seats Concrete solution: - Pay according to the surface (bench with measuring tape) - Travelling lying down
	Pebble	Beach, sea, seat, towel	Rough idea: 1 seat for 2 people Concrete solution: - Put luggage under the seat - Remove the seats, sit on the suitcase and sell accessories to turn suitcase into a comfortable seat
	Salad	Stories, garden, sauce, leaves, potatoes	Rough idea: cut luggage into slices Concrete solution: - Send bulky luggage by another train with home delivery
	Cartoon	Film, Mickey, kids, snack	Rough idea: Install more children on a seat No bar Concrete solution: Replace the bar with food dispensers Have windowless row of seats but with a TV



Select and improve ideas: The EOF Matrix

Evaluate your ideas using 3 criteria
Each criterion is scored 0, 1, 2 or 3

Efficiency (relative to the issue)

Originality (in your context)

Feasible (ease to implement (economic, technical, cultural ...))

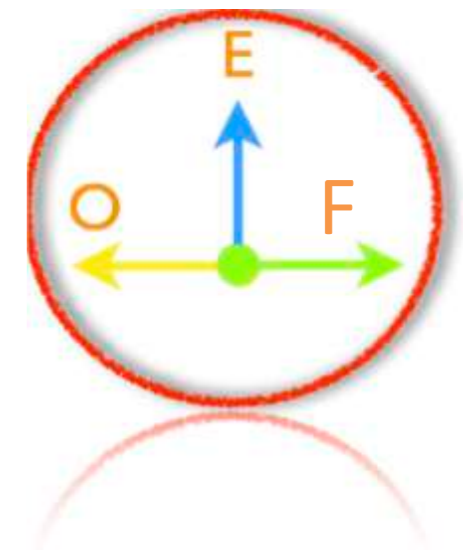
You have 3 goals when you evaluate ideas:

- Make sure everyone understands idea in the same way
- Give a mark that satisfies everyone
- Improve idea to get a better grade

You get:

- The beginning of a pitch
- An approach of strong and weak points of the idea

You can also ask other people their feelings about this scoring: they will give you ways to improve your idea.

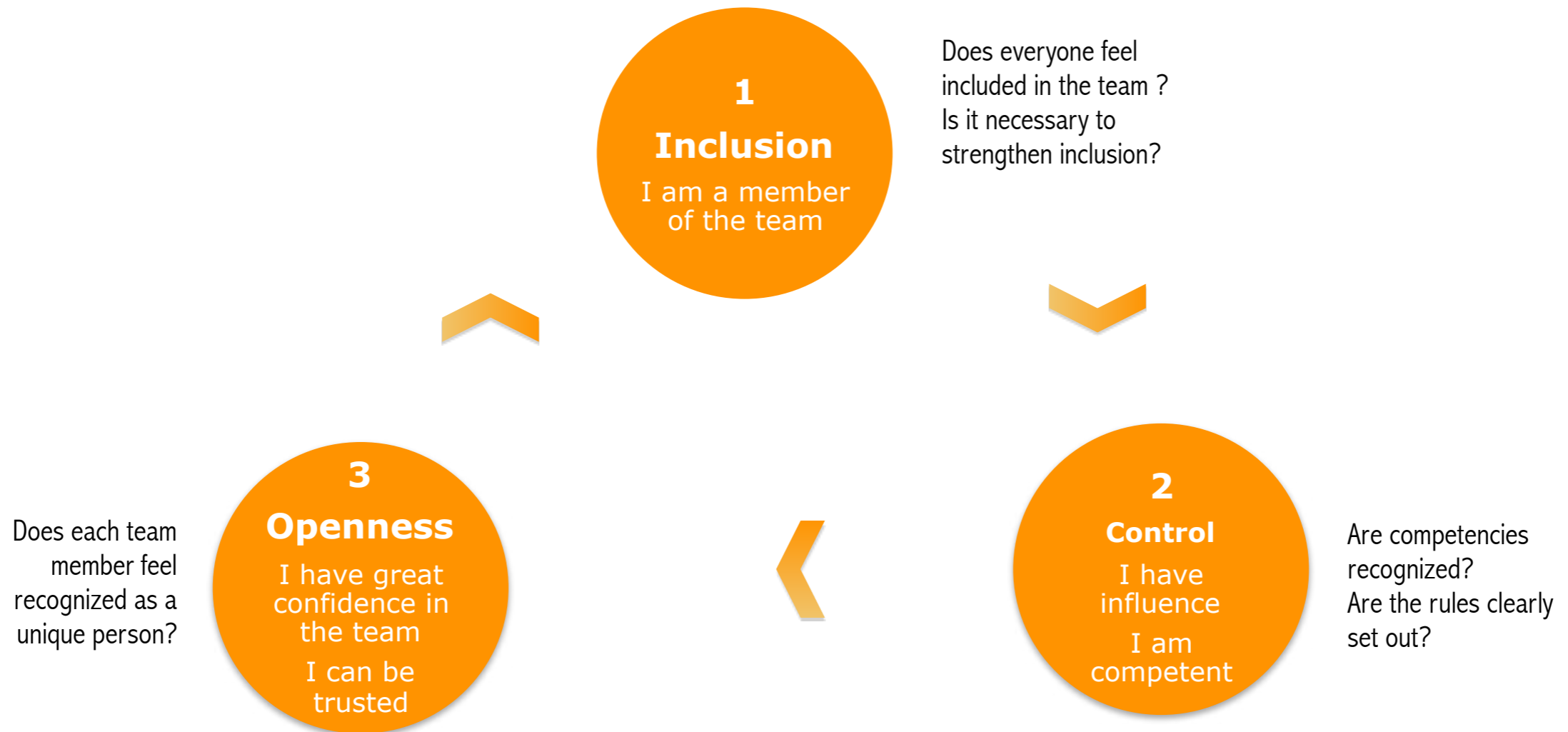


You get a typology of ideas

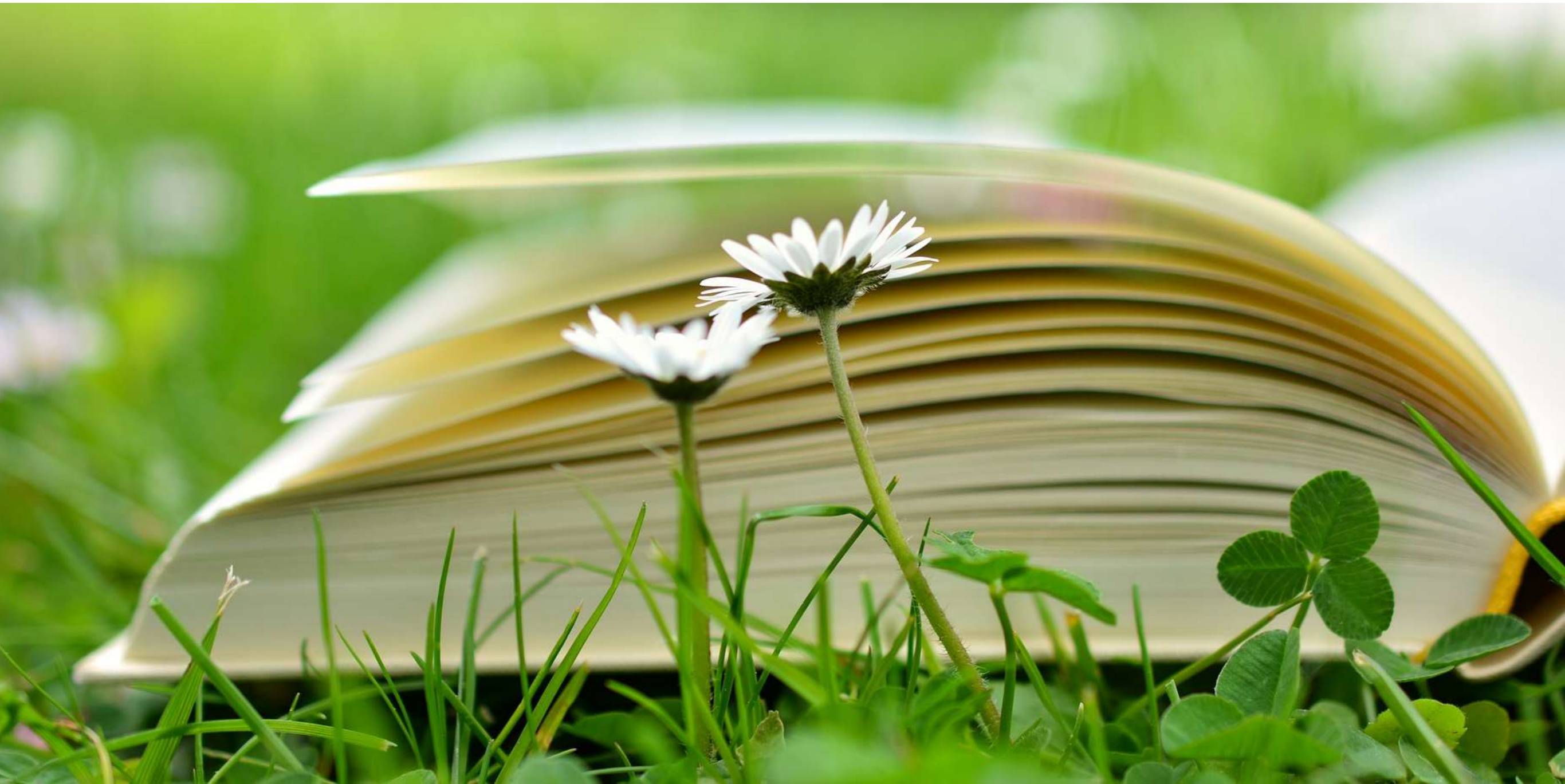
Ideas	E	O	F
Exceptional ideas	3	3	3
Quick win ideas	3	0	3
Long-term ideas (have to find a way to make them feasible)	3	3	1
Ideas not interesting fo this issue	0	3	3

Be careful, it would make no sense to add up the scores, the criteria are too different.

The 3 stages of team development according to Will Schutz: Inclusion, Control and Openness

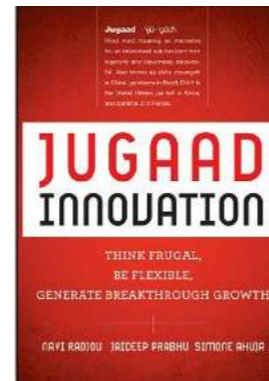
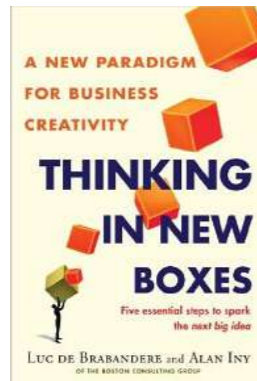
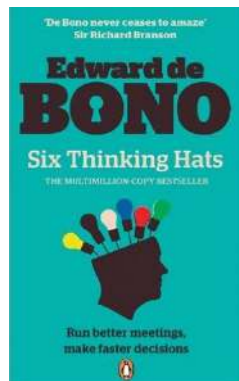


Bibliography



Bibliography

Books



Ted talks

- Tina Seelig : A crash course in creativity
- Dan Pink : the puzzle of motivation
- Matt Cutts : Something new for 30 days
- Ludwick Marishane : a bath without water

