



Innovation: Dream & Discover

Session Length: 30 minutes

NEXT Conference Objectives:

1. Delegates should gain an understanding for how to recognize problems; determine innovative, alternative solutions; and implement those solutions in an effective manner.
2. Delegates will leave with tools and resources that will assist them in moving their respective lodges forward.
3. NEXT Staff members will solicit feedback on best practices that can be shared across the country.
4. NEXT Staff will identify areas within our organization that are/or could be potential threats and weaknesses.

Training Information:

Delegates will be organized into crews of 15 – 20 and assigned a Crew Guide. The Guide will stay with their crew all day and may be used to assist with and/or lead sessions. Guides will take time to review key concepts during the day with their delegates. Delegates will be introduced to the LeaderX concept on Innovation Day. All sessions should demonstrate/include the LeaderX model of *Explore, Dream, and Discover*.

This module will take crews through the last 4 steps of the LeaderX process, “Gain Insight,” “Imagine and Interpret,” “Draw Conclusions,” and “Grow LeaderX’s Dreams.” This session will continue with the pain point introduced and “explored” in the prior session (that is, arriving and registering at an event). Note, prior to the start of this session, delegates should have interviewed each other about the pain point and crews should have organized notes on the thoughts/actions/statements/feelings of all stakeholders to the pain point.

In other words, upon conclusion of the Explore phase, you should have a number of stakeholder maps illustrating how different groups among those you serve act and think with regards to the pain point. The next steps including creating the LeaderX perspective and using this new viewpoint to drive unique and creative brainstorming.

Session Objectives:

At the end of this session, the delegate will be able to:

1. Express an awareness of the importance of crafting the new LeaderX perspective by compiling all of the viewpoints of those you serve.
2. Show knowledge of how to use the LeaderX perspective to address the pain point.
3. Demonstrate an understanding of how to coordinate an effective brainstorming session that seeks as many new ideas as possible.

Session Needs:

1. Handout Materials (list here)
 - a. None required
2. Resources for Reference (list here)
 - a. None required
3. Technology (list here)
 - a. None required
4. Preparation required:
 - a. Make sure that crew members do not clean up or throw out any of the materials, posters, or post-it notes from the previous training module. This session is a direct continuation of the previous module

SESSION NARRATIVE

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|------|----------------------------|------------|
| I. | Creating LeaderX..... | 5 minutes |
| II. | Interpreting LeaderX | 10 minutes |
| III. | Draw Conclusions..... | 5 minutes |
| IV. | Grow LeaderX’s dreams..... | 10 minutes |



I. Creating LeaderX

Welcome everyone to our second Innovation Day training module! This is going to be a very active and intense process requiring your utmost focus, and more importantly your imagination and creativity!

To quickly sum up the end product of the last module and what we have to start with, we currently have a number of stakeholder maps illustrating how different groups act and think towards the pain point. Now that we have explored our pain point and understand those we serve, it's time to focus on LeaderX. "Who is LeaderX?" you might ask.

This new LeaderX perspective should embody all of the actions, statements, thoughts, and feelings of everyone we serve—these were the insights written on post-it notes last session. It will be through this new, all-encompassing perspective that we will carry out brainstorming sessions and make decisions with regards to the pain point. So, let's begin to create LeaderX by drawing a new stakeholder map labeled on the top in big bold letters "LEADERX." Next, combine all the post-it notes from various stakeholder maps into just one stakeholder map according to their respective quadrant (eg. all notes in from various stakeholders' "Do" sections are combined to one large "Do" section). This combination of viewpoints begins to create LeaderX.

II. Interpreting LeaderX

Next, let's try to make sense of all of these insights and more clearly define LeaderX's viewpoint towards the pain point. We will do this by streamlining the notes and drawing out new insights: try combing similar notes or summarizing a group of notes with an overarching theme.

Part of the innovation process is mixing and matching unexpected or unusual ideas to uncover new and exciting solutions. So, let's mix and match the insights on the LeaderX map. One way to do this is to connect two or more post-it notes with words such as "and," "because," "but," "with," "without," or "despite" and try to complete a sentence that highlights an important element of the new LeaderX perspective. Another strategy is to view the pain point from various vantage points and ask unusual questions about it from the perspective of LeaderX (ex. "How would LeaderX respond to the pain point based on this insight?" OR "Why does LeaderX dislike Y but really enjoy Z?").

While going through this process of defining LeaderX's perspective, make sure to take notes on all side discussions and record ideas developed while mixing and matching previous insights. This diversity and multitude of ideas will make the creativity and brainstorming process much easier. It is important at the end of this phase to take a step back and define in your own words the high-level themes, trends, or conflicts that stand out in LeaderX's map. Juxtaposing quotes from earlier post-it notes and connecting them with trends throughout the LeaderX map is one strategy for capturing LeaderX's themes.

So you might be asking: "Why are we combining all of our previous notes and posters?" or "Why are we mixing and matching post-it notes?" Essentially, what is the importance of LeaderX after all? The value of LeaderX is that it makes the needs of everyone affected by the pain point the main focus of the innovation and problem solving process. Put another way, the solution needs to appeal to all of the stakeholders, so we need to focus on their needs along the journey of getting to the final solution.

III. Draw Conclusions

The other value of taking the LeaderX approach, is that LeaderX levels the playing field. Have you ever been in a meeting or brainstorming session when one person has dominated all of the discussion? Or, when a persistent adviser or chief intimidated younger arrowmen from contributing their thoughts and creativity? Or, when you have felt uncomfortable critiquing an idea because your friend proposed it? Rooting all of the discussions in the LeaderX perspective will help alleviate these pain points in the creative process.

Let's practice formulating specific stances about the pain point based on the beliefs and perspective of LeaderX.



For the next 5 minutes, talk with 2-3 partners and answer these questions using the insights and themes just developed:

- How would LeaderX approach this pain point?
- How does LeaderX think about this pain point?
- What does LeaderX believe about this pain point?
- What does LeaderX understand about this pain point?
- How is LeaderX influenced by these themes and insights?

IV. Grow LeaderX's Dreams

Trainer Instructions: These next 10 minutes will seem very rushed. That is OK. What is important is that delegates spend the bulk of the time constantly throwing new ideas—even if they are crazy/wild.

Now that we have a very deep understanding of how LeaderX is affected by the pain point and what LeaderX thinks and feels about this pain point, it is time to grow LeaderX's dreams and brainstorm some new solutions to this pain point. All elements of the brainstorming process should be grounded in the themes and viewpoints of LeaderX. For example, when presenting an idea to a group, you should sympathize with LeaderX's experiences and present the idea with "I think LeaderX would solve this issue by doing X." Our objective is to come up with as many new ideas for solving the pain point as possible.

Here is the plan: We will give you 3 minutes to jot down as many ideas/solutions on post-it notes as possible. Afterwards, you and your partners will have to talk and determine which 3-5 ideas best fit the needs and viewpoints of LeaderX. From there you will further hone your ideas and settle on the solution you will propose to solving the pain point. Here are some tips for this brainstorming session:

- Defer judgement
- Celebrate all ideas
- Encourage wild Ideas
- Build on the ideas of others
- Stay focused on the topic
- One conversation at a time
- Be visual
- At first, go for quantity of ideas over quality

Insert detailed text that explains what should be covered/demonstrated/experienced during each section.

Trainer Instructions: Set a timer for 3 minutes. When the 3 minutes is up, tell the delegates that you will give them 2 more minutes, but this time you are looking for their wildest, most far-fetched ideas. The subsequent 5 minutes will be used for the group discussions to settle on their proposed solution. Leave the last 30-60 seconds to go around the room and hear some of the ideas that the delegates reached.