

PULSE

The new ideation platform for ING

A solution that
inspires and empowers ING employees in order to come
up with creative ideas to keep the innovation pipeline
continuously filled.

APPENDIX

Evvy Otto

OVERVIEW OF APPENDICES

The appendices contain of content that didn't make it to the actual report although they add value to the overall picture of this thesis. The following pieces are included in this appendix:

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1. PLANNING OF GRADUATION PROJECT

[illegible]

2. INSIGHTS FROM INFORMAL CONVERSATIONS

Zin/uitspraak/opvallendheid	Wie/wat	Datum
"We never really have meetings with other initiatives.		5/2
"Ideas within the Wholesale Bank were placed somewhere in the back."		5/2
"There is a big change that it isn't possible within ING".		7/2
"My idea just came up spontaneously, I thought: this is something that ING should do."		8/3
"My hobby is doing Batavia"		8/2
"ING wants to set-up 50 ventures."		9/2
"Nine out of 10 initiatives die."		9/2
"WB Innovation is moving from a product-driven approach to a more client-driven approach."		14/2
"You should make clear what kind of projects are in the WB Innovation portfolio."		19/2
"Cobase is the first and only spin-out yet from the WB Innovation."		20/2
"Innovation is all about the team."		20/2
"It is hard to find entrepreneurial talent within the organisation."		20/2
"Every project needs their own approach."		21/2
"I was looking for an initiative lead, when Martin told me I am the initiative lead."		5/3
"Sometimes someone can be too good within a team that they don't want to miss them."		21/2
"Everybody would like to do innovation for a few months."		5/3
"It would be good to create an innovation ecosystem view from the company."		25/2
"People think that a PACE coach is not needed."		27/2
"Choosing a project is about having the click with an innovation team."		27/2
"There is no constantly filled innovation funnel."		27/2
"Functionally we do the same as Cino, but at WB Innovation."		7/3
"It doesn't matter if your idea isn't that good in the beginning, you make a lot of pivots."		8/3
"We are operating from stage-gate to stage-gate."		20/2
"We have to keep everyone on board all the time; PACE coach & sponsor."		20/2
"We can't go back to our current jobs, so it is a big risk to innovate."		20/2
"What makes a fintech or start-up successful?"		27/2
"Innovation within such a big corporate doesn't really work."		1/3
"The ideation and exploration phase is now a coincidence."		13/3
"There is no room for failure."		13/3
"Our sponsor was gone and then I was done with it."		13/3
"It doesn't matter what we have to do we just want to reach our goal."		14/3
"Entrepreneurship isn't in the core of banking. They need an inspiring leader to look up to."		20/3
"Employees who are talking to clients could also capture ideas they are coming up with."		20/3
"We have to define what ideation is in the beginning. Everyone has a different perception."		22/3
"We had an ideation session with Real Estate and an H3 idea came up, which we - I don't know why - didn't use."		26/3

Appendices Part I

DISCOVER & DEFINE

1.1 ING'S HISTORY

The history of ING already starts in 1881 with the 'Rijkspostspaarbank' (RPS, later called Postbank) in Amsterdam and had the function of providing every citizen the opportunity to save money (ING en haar geschiedenis, 2017). From 1850 there were different bank institutions that provided loans and credits to the middle class. These banks were mostly local. After a few years a change occurred; the big banks bought the small institutions and it was no longer possible for the middle class to receive loans. This caused a stagnation of the lending. The middle class decided to found credit banks themselves. These middle class banks collaborated and merged into the 'Nederlandsche Middenstandsbank N.V.' (NMB) in 1927.

In September 1988 the NMB and Postbank investigated the options for a merger between both parties. The main reason for the NMB to join forces with the Postbank was the strong position in the private market. For the Postbank a fusion would mean the end of different statutory restrictions. In 1989 the 'NMB Postbank groep N.V.' was a fact.

In 1991 the NMB Postbank Groep merged with the Dutch insurance company Nationale Nederlanden and the company was now called 'ING Bank'. The most important reasons for this fusion was that the synergy between banks and insurances could be optimized. Together the two companies could grow their expertise and financial strength and therefore create a bigger position in the European and international market. ING Group was a holding that existed from two juridical entities; ING Bank N.V. and ING Insurances N.V., under which all national and international activities were executed by business units.

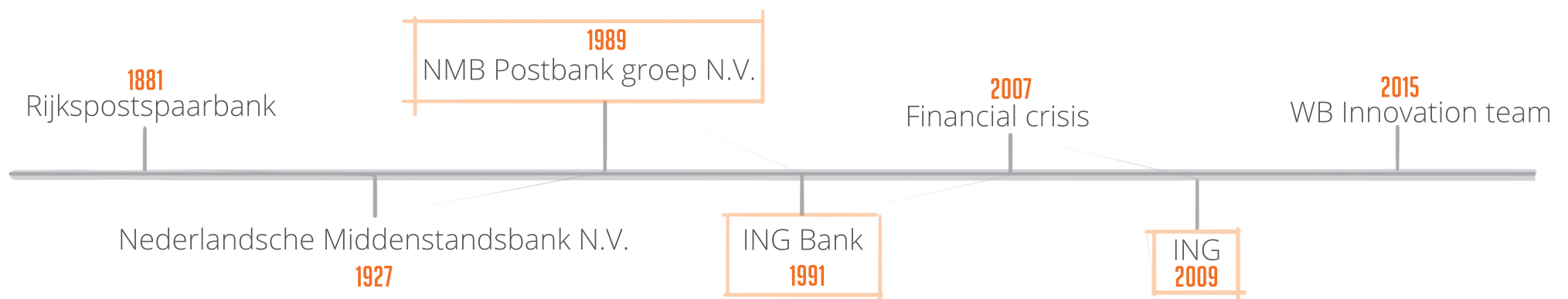
The financial crisis in 2007-2008 also had an impact on ING Group. Because of big losses, mostly in the U.S.A., ING Group was forced to ask for a lending from the Dutch state. This was one reason for the European Commission to force the ING Group to split into two companies: a bank and an insurance company.

ING Bank and Postbank both served their own customers: the Postbank had a strong image on the retail market and ING Bank was an important sales organisation with their centre of gravity in the business market. But with big changes of the new century and upcoming competition customers started to ask more from their bank and raised their requirements. To gain a stronger position in the market ING Groep decided in 2007 to merge both banks; in January 2009 the name 'Postbank' disappeared and the new bank continued under the name ING.

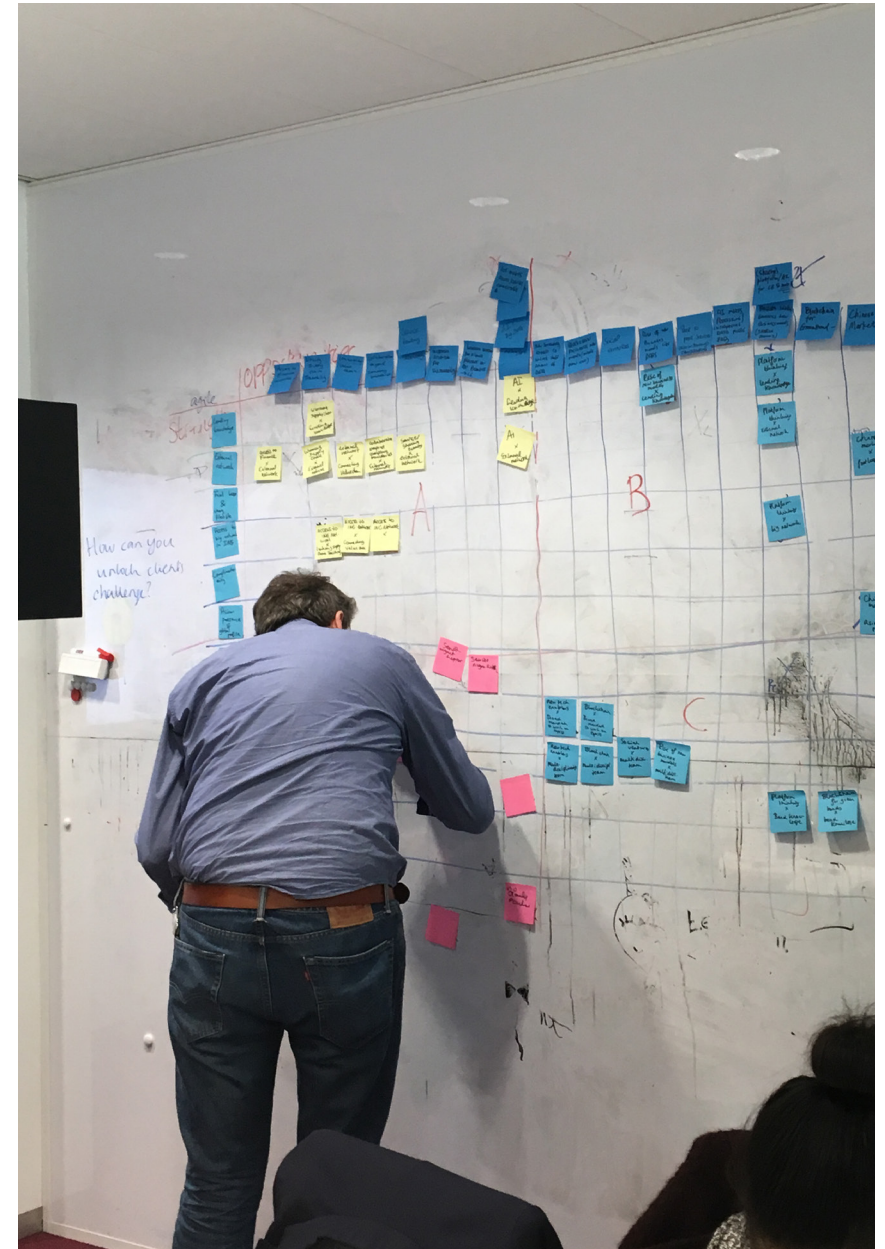
This research project is conducted from the Wholesale Banking Innovation team. In 2015, the Wholesale Banking Innovation team was established to drive innovation amongst the Wholesale Bank. This will be discussed in more detail at page X.

KEY INSIGHT

ING has a strong fundament consisting of two specialized banks



1.2 OBSERVATIONS OF IDEATION SESSIONS



1.2.1 OBSERVATION TEMPLATE USED

Date / time / location:

Duration:

Goal of this session:

Participants (number & background):

Room & environmental quality:

Stimuli used:

Overall group dynamics:

Activities during the session:

Emotional well-being during the session:

What is provoking:

What is stimulating:

Interesting quotes:

Non-verbal interaction:

What surprises the participants:

Main conclusion:

1.3 INTERVIEW GUIDES

INTERVIEW GUIDE - INITIATIVE

Research question: How are initiatives born within the company and how are they developed?

Research topic: Idea generation within ING

Main research question: How are initiatives within ING born?

Important: asking for stories, experiences, struggles.

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Make sure that the participant is aware that all answers are good answers - no wrong answers

Introductory script

What is your name and on which department within ING do you work?

Could you give me a short introduction on the initiative?

What is your team set-up? (Ask about initiative lead, customer lead, IT lead etc.)

Subtopic 1 - Idea generation

Opening question: How did you come up with the idea to start this project?

Follow-up questions/probes:

What ideation techniques did you use, if applicable?

Where did you get your inspiration? (co-workers, trends, technical developments)

Have you heard of the innovation bootcamp?

Why or why not did you participate?

Subtopic 2 - Process

Opening question: What process did you follow when getting your idea off the

ground?

Follow-up questions/probes:

Did you use the PACE process? (why/why not)

What do you think of the PACE process in general?

Do you think it is useful? (why/why not)

Was it hard to find your stakeholders? (sponsor/PACE coach/customer lead/initiative lead)

How did you find your stakeholders?

Is it possible to return to your old job if the initiative will be killed?

Subtopic 3 - The project & team

Opening question: What drives your team?

Follow-up questions/probes:

What is the biggest challenge your team is facing currently?

What has been the biggest surprise since you start with your initiative?

How would you define success?

What if your project fails?

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

INTERVIEW BOARD OF INNOVATION (SAME USED FOR INK)

Research question: How is an ideation session currently designed within ING and how can it be optimized?

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Introductory script

Can you introduce yourself shortly and what is your position within Bol?

What exactly does Bol do?

Subtopic 1 - Ideation within ING

Opening question: What is your job as Bol within ING?

Follow-up questions (probe):

What kind of sessions have you done within ING?

What do you think of ideation within ING?

What are the different roles you played within ING?

Are you familiar with PACE?

If yes: can you give me your opinion about the PACE methodology?

Subtopic 2 - Idea generation in general and within Bol

Opening question: what are according to you the best methods to create good ideas and why?

Follow-up questions (probe):

How can you pursue a participant who is not willing to innovate?

What are according to you the best methods to ideate?

Can you tell me more about your top 10 innovation methods of Bol?

What are the biggest challenges you are facing within an ideation or co-creation session?

What do you think is the most fun part of your job?

How would you describe a 'good' idea?

10

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE - PACE COACH

Research question: What is the role of a PACE coach within the idea generation process?

Important: asking for stories, experiences, struggles.

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Make sure that the participant is aware that all answers are good answers - no wrong answers

Introductory script

What is your name and on which department within ING do you work?

Could you give me a short introduction on your job as a PACE coach?

Subtopic 1 - the PACE methodology

Opening question: What is your opinion about the PACE methodology?

Follow-up questions (probes):

Were you involved in developing the PACE methodology?

If yes: could you tell me more about that?

Is PACE applicable for every project? (why/why not)

What are according to you PACE's strongest assets?

Where could PACE be improved?

Subtopic 2 - Work as a PACE coach

Opening question: what are your main activities as a PACE coach?

Follow-up questions (probes):

What is your biggest challenge as your work as a PACE coach?

What do you think is the most fun part?

Do you have a favourite initiative that you are coaching? (if yes: why?)

Subtopic 3 - Ideation

Opening question: How is ideation currently happening within ING?

Follow-up questions (probes):

How are ideation sessions currently shaped? Workshops, brainstorm sessions, co creation sessions etc.?

What is the role of a PACE coach within ideation?

What is currently happening with the ideas that are killed?

Is there a clear strategy of ideation within ING?

How do you think ideation could be improved?

Does it ever happen that an external person delivers an idea to ING?

If yes, can you give an example?

How is it determined if the idea will be worked out further?

Do you think it is possible to transfer the traditional banking mind-set of ING employees towards a more innovative one?

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 1

Research question: How does ideation and innovation manifest itself in the organisation?

Important: ask him to be critical

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Introducing assignment

Design a strategy / toolkit / platform / ... to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

How are ideas currently generated within ING?

What is the most optimal way for ideation within ING?

How can good ideas be stored within the company when they are not worked out further?

Who are the best people to ideate with?

Ideation

How is ideation currently set-up within CInO?

Can you tell me more about the innovation bootcamp?

Is it successful? (why/why not)

Is ideation structured within the organisation?

What happens with ideas that are killed or not proceeded?

Someone told me about the exploration team, what are their main activities?

In what way are you involved within ideation?

Are these ideation sessions held by PACE coaches?

If not: who is giving those ideation and brainstorm sessions?

Do you see a difference between the projects initiated from an employee versus ideas that are generated from the organisation?

If yes: what are those differences?

How is determined with whom ideation is done?

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

Ask the participant for research tips and tricks

INTERVIEW EXPERT 2

Main research question: What is the main focus from corporate strategy?

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Make sure that the participant is aware that all answers are good answers

Introductory script

What is your name and on which department within ING do you work?

In what other teams than the corporate strategy team have you worked within ING?

What was your involvement in the set-up and development of innovation within ING?

Introduction to my research: Design a strategy / toolkit / platform / ... to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

Sub Questions:

How are ideas currently generated within ING?

What is the most optimal way for ideation within ING?

How can good ideas be stored within the company when they are not worked out further?

Who are the best people to ideate with?

Subtopic 1: Corporate strategy

Opening question: How is corporate strategy defined within ING?

Follow-up questions (probes):

How do you communicate the corporate strategy to the ING employees?

What is the role of corporate strategy within ING?

Are you with corporate strategy linked to the innovation bootcamp?

How do you define the trends and opportunities in the market?

How do you think ideation could be improved within ING?

Do you think if it works when innovation is presented top down?

Follow up: should innovation be about intrinsic motivation?

where do you think ideation and defining the strategy could be improved?

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 3

Main research question: What is the main pain point in ideation within ING?

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Make sure that the participant is aware that all answers are good answers

Introductory script

What is your name and on which department within ING do you work?

In what other teams than the exploration team have you worked within ING?

What was your involvement in the set-up and development of innovation within ING?

Introduction to my research: Design a strategy / toolkit / platform / ... to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

Sub Questions:

How are ideas currently generated within ING?

What is the most optimal way for ideation within ING?

How can good ideas be stored within the company when they are not worked out further?

Who are the best people to ideate with?

Subtopic 1: Exploration team

Opening question: How long are you already involved in the exploration team?

Follow-up questions (probes):

What was the reason for setting up the exploration team?

What are the main activities of the exploration team?

How big is your team? What are the different roles of team members?

How do you determine which sector you will explore for opportunities?

If you have found an opportunity how do you define who will work this out?

Do you work together with external parties?

If yes: what is their role?

What are the main challenges you are facing as a team?

Subtopic 2: Ideation within ING

Opening question: Could you elaborate on how ideation is currently happening within ING?

Follow-up questions (probes):

How is an ideation session organised?

Who is involved and why?

What do you think that are the best methods for an ideation session?

What are the biggest challenges when conducting an ideation session?

Could you give an example? For instance the one with the collaboration with students Patrick mentioned?

How would you describe a good idea?

What do you think of the ideation process within ING?

Checklist for closure

Thank the participant

Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 4

Checklist for the start

Record interview

Introduction of the research and the topic of the interview

Explanation of what will be done with the results

Print questions

Ask permission to use quotes and recordings

Make sure that the participant is aware that all answers are good answers

Introductory script

What is your name and on which department within ING do you work?

What was your involvement in the set-up and development of innovation within ING?

Introduction to my research: Design a strategy / toolkit / platform / ... to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

Done research: 3 types of ideation, does Andre agree? And overall problem statement:

I want to design a tool for employees within ING to change their mindset that is necessary to conduct ad-hoc ideation.

Subtopic 1: Innovation bootcamp & ideation

Opening question: How did the idea to organize an innovation bootcamp arise?

Sub Questions:

What is the main goal of the innovation bootcamp?

Follow-up: is that creating awareness or really idea input?

What is according to you the biggest success of the innovation bootcamp?

What could be improved?

How does an ideal ideation session should look like?

Who are the best people to ideate with?

What are the challenges when it comes to innovation and ideation within ING?

Why aren't the Wholesale Bank and CInO more connected?

Subtopic 2: Change of mindset

Opening question: What do you think of the mindset towards innovation within ING?

Sub Questions:

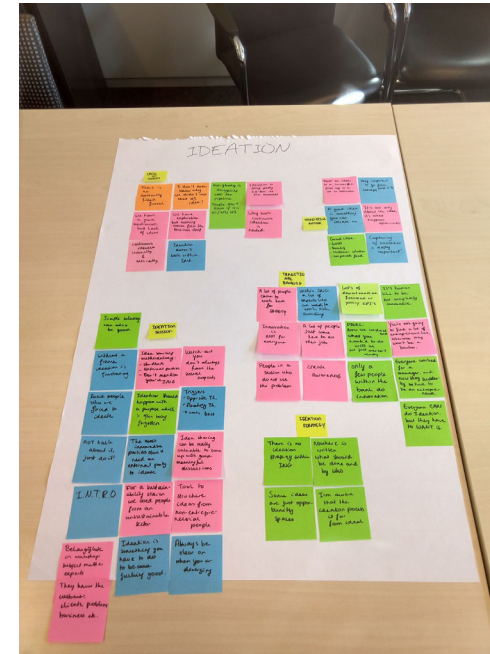
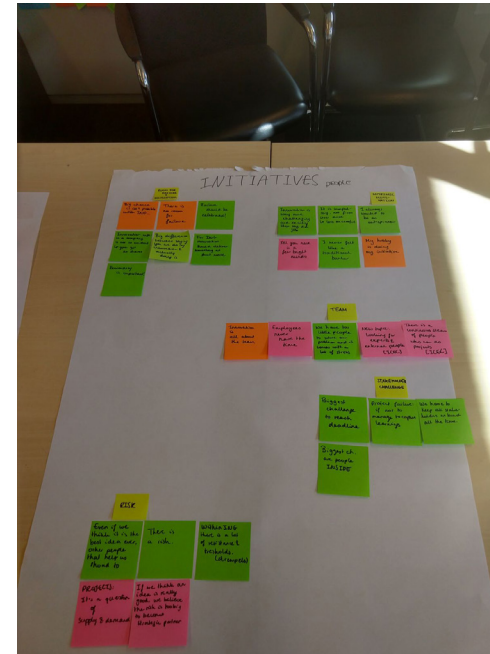
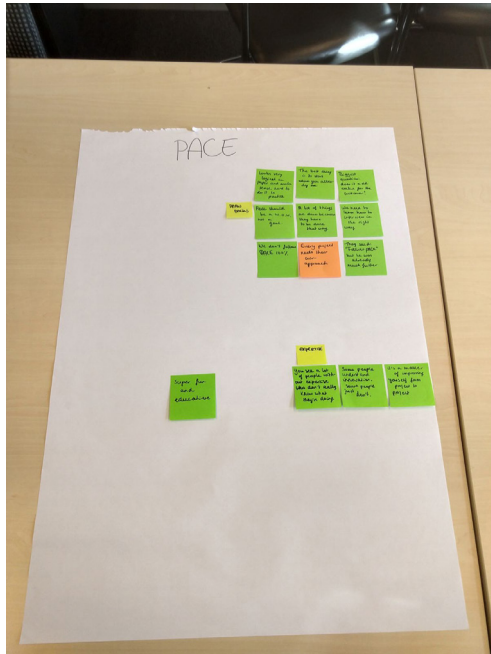
I believe there is like a two-side within ING, the traditional bankers with the expertise and the more innovative entrepreneurial one. What is your opinion about that?

Innovation is really communicated from top-down, how do you see the adaptation of these innovative mindset?

Did you try to change those mindsets and how did you do that?

If you wanted to start small and change this mindset, do you have any ideas about that?

1.4 INTERVIEW QUOTE CLUSTERS



1.4.1 QUOTES PER CLUSTER 1 IDEATION & INNOVATION Lack of ideas, handling of ideas after generation, traditional banking mindset, ideation strategy, ideation sessions, types of ideas, idea sourcing, terminology, collaboration WB & CInO, Innovation Bootcamp	2 INITIATIVES Risk, stakeholder management, team, intrinsic motivation, recognition, room for failure	3 PACE Drawbacks, expertise
1 <p>“There is no ideation strategy within ING.”</p> <p>“Without a frame or scope, ideation is frustrating.”</p> <p>“I don’t even know why we didn’t use that H3 idea.”</p> <p>“It’s not only about the idea, it’s what happens afterwards.”</p>	<p>“There are three types of ideation.”</p> <p>“You’re not going to find a lot of entrepreneurs inside, otherwise they wouldn’t be a banker.”</p> <p>“You have to be careful that you don’t use the usual suspects.”</p> <p>“Employees don’t know if the idea is H1, H2 or H3.”</p>	<p>“Cross-fertilization between WB & Retail is interesting.”</p> <p>“I was struggling where the idea came from.”</p> <p>“Too little sufficient ideas come from the IB.”</p> <p>“I’m not joining the IB because I don’t want to be in the spotlights.”</p>
2 <p>“I never felt like a traditional banker.”</p> <p>“There is no room for failure within ING.”</p> <p>“Getting recognition for doing innovation is important.”</p>	<p>“There is a risk doing innovation within ING.”</p> <p>“The biggest challenge is to keep all stakeholders on board.”</p>	<p>“Innovation is all about the team.”</p>
3 <p>“You see a lot of people without expertise who don’t really know what they’re doing.”</p>	<p>“Every project needs their own approach.”</p>	<p>“PACE looks very logical on paper, but it’s hard to follow it in practice.”</p>

1.5 SWOT'S

SWOT INTERNAL

Within ING, innovation is a big strategic pillar and they are already doing a sufficient job on pursuing that with the different innovation entities, partnerships with FinTechs and home-grown startups. The internal research stated that there are still a few hurdles to overcome when it comes to the recognition of innovation projects, the mindset of employees and idea generation sessions and how to design them. Defining the strengths and weaknesses of the company allows the designer to recognise what kinds of innovations might fit the company's core competences and therefore increase the chance of success (van Boeijen, et. al. 2012). The SWOT is based on the conclusion of the chapters Analysis I & II. Also some internal opportunities and threats are presented to find out what they could improve as a company and where ING should be aware of.

STRENGTHS

- Strong and relevant company purpose
- Biggest bank in the Netherlands and one of the biggest in Belgium and Luxemburg
- Precursor in banking sector when it comes to innovation
- Big investment fund of 300 Million for FinTechs external as well as internal and fund of 25 million to invest in internal startups
- Shifting away from a product-driven to a customer-driven strategy
- Unlocking entrepreneurs within accelerators
- Experts in finance and banking, their core business
- Idea sourcing is done by several layers within the organization
- Retail side of the bank already working agile, WB is making the transition to an agile way of working to work more effective
- Developed their own innovation methodology in order to have one innovation language throughout the whole company.

WEAKNESSES

- A lot of uncertainty for team members within initiatives
- Only a few initiatives made it into an actual startup
- Often no clarity on the innovation process
- Employees don't know which horizon their idea belongs to
- Strategic values are not communicated clearly to ING's employees

OPPORTUNITIES INTERNAL

- The mindset of traditional bankers can be changed within the organization towards a more innovative mindset to bring the bank to a next level.
- A more customized use of PACE, adjusted to each project (more Wholesale focused or more Retail focused)
- Creation of more profitable ideas when finding the right people to ideate with

THREATS INTERNAL

- Different approaches of managers and co-workers when it comes to rewards and recognition towards intrapreneurs
- Using usual suspects to thrive innovation and do ideation sessions with
- Limited implementation of innovation projects which can work demotivating to intrapreneurs
- Different kinds of bankers and visions when it comes to being innovative, trying to keep all employees on the same page is a challenge

SWOT EXTERNAL

From the external research into platform businesses, technology in the financial industry and the idea generation phase opportunities and threats can be defined that can help to define the design statement.

OPPORTUNITIES

- Collaborations with and investing in FinTechs
- Next to PACE, creating a specific methodology for idea generation
- Focus from product supplier to service supplier
- Increasing focus on automation, digitalization and efficiency
- New disrupting technologies like blockchain, big data, AI, robotics where ING could make an impact
- Use the advantage of being a leading innovative bank
- Making ING's employees aware of the change of their sector
- Inspire ING's employees on the need of innovation
- When creating new ideas keeping the platform business model in mind

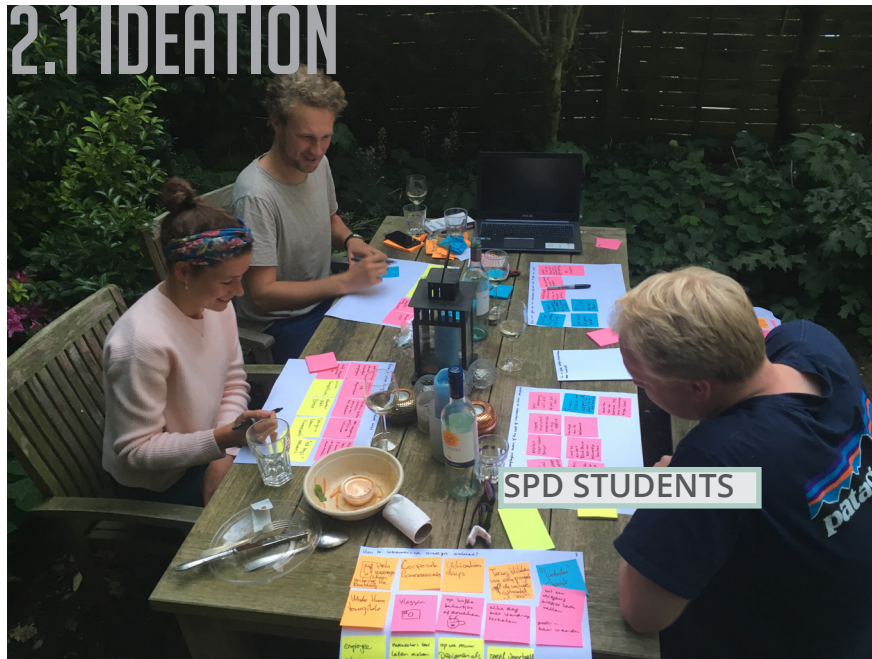
THREATS

- Big tech-companies shifting into the financial world
- Rising FinTech companies who are becoming more attractive to work with and doing banking with than the traditional banks
- Hard to compete with developed tech companies like Apple, Google and Amazon since they are already fully developed in the disrupting technologies available and having a platform business model.

Appendices Part II

DEVELOP

2.1 IDEATION



Ideas
win pr

Inside
Municipers
or Dero or
and of
sprout

Send thanks
to newspaper

hall of FREE
fane.

invite
more
IT-staff.

Coming with
an idea
≠
Do it yourself

CHALLENGE
THE STATUS
QUO session,

- associate with other fun things
 - drinks
 - play garden
- make ICEC bigger.

anti-graffiti
(met hoge druk spuit)

flashmob

analogy,
as a
mascotte
that picture
the value

Make
ICEC
bigger.

- associate with other fun things
- drinks
- play games

COFFEE C
PRINT

make a
ING Song
(national
anthem)

escape
room
↓
when solve
the puzzle
about strategy

MAKE A ●
GAME &
valuable
motivation

COMPETITION
WHERE PEOPLE
SEND IN A QUOTE
THAT WILL BE
USED FOR A
CAMPAIGN

anti-
quality
(not huge &
dark
spirit)

flashmob

more
marketing,
community-
caliber

special
WB -
bootcamp

COMPETITION
WHERE PEOPLE
SEND IN A quote
THAT will be
USED FOR A
COMPILATION

Make
MSGong
(national
Anthem

How To... Increase appreciation for innovation projects & initiatives

Simple Definition
ON "INNOVATION"

Global
Interest

Couch talks
to managers

Regular
Catch up with
(team member)
manager

Send thanks
to newspapers

ebneth

Regular
Catsup with
(lean water)
mango

CONFERENCE
TICKETS on
A TOPIC

> 10.11 Year

celebration
button.
lets of
alarm
everyone struts
cheering
managers

hall of fame
FREE COFFEE
ON INNOVATION
MEETING

CONFERENCE

anti-
gaeltiti
(not hoge
deux
spuit)

escape
room
↓
when solve
the puzzle
about strategy

COM
W/HB
Serv
THAT
USG
CA

2.2 ALL IDEAS

TEAM BRAINSTORM 1

Note: no votes on which one is the best idea, R was not creative, need for a warm-up, not used to brainstorm, forgot to tell purpose of session which is important.
Main INSIGHTS: Innovation should be tangible, show ING employees how they can make impact with their expertise, show employees what is happening elsewhere,

H2 Make ING employees aware of the need of innovation on a personal level?

Make innovation tangible

Demo days showing how tech impacts everyone

Create shock effects Duplex presentation by google

Promote it internal and external

Show them how they will contribute to a great future

Keep them informed to get them thinking

H2 Run an innovation project next to your own job?

Impossible

Would love to

Quit your job

Schedule time in advance

Arrange specific dates with your boss

Select tasks that you can handle aside from your job share responsibility

3 days on your regular job, 2 on the project

Be a coach/advisor instead of doing the work

Find a way to link the project to your own job

H2 Communicate ING's strategic values?

By actually applying them from management, Blw colleagues

Giving the room for questions

Giving workshops regarding each one

show the interest lying behind each value

Explaining how each person can contribute their impact

Intranet

FYI

Townhalls

Email

Connect and communicate with subsidiaries

Practice what you preach!

H2 Unlock creativity

Just do it

Break routines

Leave comfort zone and increase appreciation for ideas

Leave room for craziness

Enhance team dynamics and looking beyond your plate thinking

Facilitate communal vertically and horizontally

Reduce the intimidation vibe

Create a suggestion box with no limits or boundaries

Organize random events for popular interest from the intranet

H2 Inspire ING employees on innovation

Recognition internally

Give them the opportunity to pitch in front of big names

Show them what is happening elsewhere

Manage their schedule to that they have some free time for innovative thinking

Via workshops

Show them the value they can create

Get together in different locations

FYI newsletter

H2 Increase appreciation on innovation projects?

Show/emphasize value of the innovation

Facilitate progress opportunities and entrepreneurial behaviour

Mitigate fear of failing

Offer attractive rewards

Bring in success stories

Celebrate failed stories and ask employees what they would have done better or in their place

Gamification is key

Increase internal recognition

Value the employee and appreciate them

Organise team building sessions

H2 Involve ING's customers in the innovation/ideation process?

Social media

Experiments with customers and surveys

Feedback through applications

Constant interaction with customers

Enable customers to review products

ING customer meetings and customer participation

Demo days with customers creation of events

Ask them what type of problem or need they encountered and had

H2 Select the right person to ideate with?

Prior experience

Diverse group from different backgrounds

Affinity with people

People with common interests

Do some kind of challenge or assignment first with some people

Senior people

People with knowledge

H2 Define quality of ideas?

Originality

Feasibility

If the idea makes sense; context, resources, time

Selection in teams

Extent to which it addresses clients needs

Wow effect

TEAM BRAINSTORM 2

Notes: a lot of ideas generated, questions were not clear sometimes, people just started ideating, no additional brainstorm cards needed because of people joined who used to be creative, voting went smooth.

H2 make ING employees aware of the need of innovation on a personal level?

Ask why they are not aware

Show examples, people's interviews videos, articles

Without innovation you would not use a phone or drive a car

Ask what does it mean for them? On a personal level

What would they want to change

Give the example of nokia and kodak, what happens if you miss the boat

Make the benefits personal

Ask them to draw the future of banking

Ask them how their kids or grand children will bank

Bring innovation into their circle of influence (start met kleine veranderingen)

You will lose your job

Show successes

H2 Involve ING's clients in the idea generation process?

Invite them for sessions or to the demo's

Build a community with corporate innovators

Take clients more serious

Avoid the Pam/Lam

Be transparent tell about successes and failures

Client idea box on our innovation lab portal

Say what is in it for clients

Invent an innovation oath, that you take together with the client. Awareness and bonding, gives you the appreciation or feeling that you are special.

Co-create, solutions for clients problems. Listen to them and help to solve them during the creation session

H2 Run an innovation project next to your own job?

Don't.

Don't even think about it

Really dedicate time in your agenda

Tell your colleagues and set a goal they will challenge you on

Do it with 1 or 2 others

Google hours for exploration

Wednesday Innovation day

Become a coach in your daily job rest innovation

Old boss still pays you, you can go back easy

Innovate in your current department

Just do it!

Make room and time for that. Set it as a stretched ambition

Revoke your outlook ID (Block)

~~22~~ Inspire ING employees on innovation

Innovation cafés, lunches

Organize meetups

Continuous bootcamp

Switch between departments

More inspiration; newsletter, videochannel

Externals to talk about innovation to see different points of view

Demo days of current projects

Talks like fuck up nights and creative mornings (zijn bepaalde meetups, tess)

Professional brainstormers

Incentives for ideas, win prices

Client sessions

Google hours

Coming with an idea that you don't have to work-out yourself

Challenge the status quo sessions

associate with other fun things; drinks, play garden

Make ICEC bigger

H2 select the right person to join in an ideation session?

Topic Knowledge

Meetings on different topics to exchange knowledge

Time available

Drawing skills

Facilitator! Food, creative, inspiring

Extravert

Introvert

Creative freak, magician?

Creativeness

Test before invite: strong selection

Member gets member the 'chosen one'

Open minded listener

Intrinsic motivation

force people to join

Look for the more experienced employees, business/IT

Invite more IT staff

Experience in the field

Outside in view - kid, student, gardener, priest

H2 Communicate strategic values from the bank to the employees

Write it on the wall

Anti graffiti (hoge drukspuit)

Flashmob

Make an analogy as a mascotte that pictures the values

Translate ING strategy to your own purpose. Having to fill in your own values first

Make a game, valuable gratification (?)

Escape room while solving the problem on strategy

Make an ING song national anthem

Coffee cups print

Competition where people send in a quote that will be used for a campaign

Translate ING strategy to your own purpose, having to fill in your own values first

It is not about strategy but about orange code

How to improve the Innovation Bootcamp i.o. to receive more valuable ideas?

Give people time to spend on ideas articulation

Open up to externals, have clients participate
 Remind them via iBeacons when entering the building pop up message
 Set no pillars everything is possible
 Define more valuable communication
 Clear challenge, not too broad
 You can send an idea without the need to work on it
 No focus on our value spaces but on client's needs
 Invite employees via email
 Invite the creative people to join the IB
 Take more time for inspiration
 More marketing & communication
 Special WB Bootcamp
 Organize ideation workshops at the beginning
 Give them money or a vacay to join
 Bigger campagne
 Show role models (successes)

H2 Increase appreciation for innovation projects & initiatives
 Celebration button sets off an alarm, everyone starts cheering
 Also value small operational ideas
 Give innovation projects a podium during town halls
 Hall of fame
 FYI
 Coach trello to managers
 Free coffee on innovation meeting
 Conference tickets on a topic
 Global intranet
 Simple definition on innovation
 New heroes
 KPI for managers, 10 ideas a year
 VIP attention
 Give funding
 Incentive for Innovation Project
 Regular catch up with team member or manager

INDIVIDUAL IDEATION

Notes: did the ideation after the SPD students ideation with new H2's which are thought by them. Used some inspiration from the brainstorm cards (?) Would have been better to go in another setting not behind the desk

H2 Communicate strategic values
 On trashbins
 Implant chip in their brain
 Management sessions
 Someone screaming it in the hallway
 On lunch package
 Stunt
 Vlog
 Make them aware of the future

H2 run an innovation project next to your own job?
 Bigger contract
 Brainstorm regularly
 Reward it
 Incremental innovation
 Show relevance
 Intrinsic motivation
 Pressure cooker
 1 innovation driver within each team
 Make money free for it

H2 Select the right person to ideate with?
 Don't make a selection
 Invite retail people for Wb problems and WB people to retail problems
 Look for the enthusiasts and creatives within the bank
 Make them wear bracelets
 Usual suspects usage
 Make a talent pool
 Provide everyone with certain toolkit
 Give them a present or other incentive

H2 Make ING employees aware of the need of innovation on a personal level?
 Show them that e-mail will not exist
 Throw an innovation party
 Weekly updates with something cool that already exists where they can learn from
 Inspire them

H2 Unlock creativity
 Find intrinsic motivation
 Provide toolkit to improve creative thinking skills
 Show videos
 Magic drink
 Go jump, dance, be crazy
 Be casual, no suits
 Have some free time with your team like soccer o.i.d.

H2 Create horizontal structures within innovation?
 Lay down on the ground, be literally horizontal
 Neutraal terrein voor iedereen
 Manager mag als laatst pas gaan zitten
 Iedereen casual kleding aan
 Van tevoren al dingen laten opsturen of er over na laten denken
 Invite external facilitator
 Select the right people, not everyone has to be creative

H2 inspire your employees
 With flowers
 Putting slogans on pens and booklets
 Innovation screensavers
 Show people they need it
 Do crazy stuff
 Different people

Go outside in the Bijlmer
Stick stuff on windows
Inspirational speakers and meetings

H2 Increase appreciation for innovation projects?
Throw them parties
Hang pictures of them in the hallway
Expose them, do interviews photo's videos etc.
Award winners; best failure, best ux etc.
Monthly exposure

H2 Involve customers in the innovation and ideation process?
Everytime do a brainstorm when you are with the client
Enquête to the customer
Let the client rate the meeting
Idea box for clients/externals
Make sure they think it is interesting and fun
Send invites on regular brainstorms
Let ING customers work for you make a pool.
Find out what the client's problems are.

H2 create the most optimal group to ideate with
Select them randomly
Tinder, inner circle pick your own team
Everyone should be able to do it
If you hire someone, teach them the skills instantly
Select the enthusiasts
Idea box in the hall

H2 Define quality of ideas
Pretend to be someone else
Maatstaf zodat iedereen kan raten
Delftse methoden voor raten
Definen wat je er potentieel aan kan verdienen
Vraag het in de gang
Organiseer meetings Als aan alle criteria is voldaan

IDEATION SPD STUDENTS

Notes: people used to the methods, helped me and gave feedback all along.

H2 Define quality of ideas
Harris profiel
Fast & short iterations & customer tests
Overtime surveys
Value proposition canvas
Zelf raten alles is goed
Start with a very clear scope
INTRO
Quick and easy testing
Ask your manager
~~De~~ Idea rate game
Voting by whole company

Van tevoren al pillars bepalen waar het aan moet voldoen
Dot voten
Meer is beter
Schaal vergelijkbaar aan de Horizons
CEO picks the winner
Niks is fout in een brainstorm
ING Business Model Canvas

H2 Involve customers in the ideation process
Create tribe design teams
Best idea wins a price tickets NL elftal
Ask them what their problems are
force them
Show them a good succesful example
Free ...
Tafeltenniscompetitie
Chapter activities
Have an innovation afternoon
Part Timers who work at innovation at ING and somewhere else
Innovation camp
Mention it when they have a meeting

H2 Increase appreciation for innovation projects
Announce winner Bigtime
Schaal omhoog
Meer geld = meer aanzien
Gratis zieke lease auto
Show what happened to not innovative companies like Kodak etc.
Special place on the workfloor
Show added value for the company
Show success
Intranet, commercials, in euro
Percentage aan start-ups geven in € stimulans.
Budget vrijmaken voor innovatieprojecten per team
Present at the Maand borrels
Zet het in persoonlijke leerdoelen
Niet in de kelder laten zitten

H2 Inspire your employees on Innovation
Kaars filmpje
Mini innovation bootcamps every week
Show them succes!
Campagne on the screens
Big post its on the wall
Show appreciation for innovation
Provide stretch ambition innovation workshops
Meetings with innovators from ING
Mix & match with employees
ING bus trips to silicon valley / Yes Delft
Build a google like office
Hire only SPD students

Talks from serial entrepreneurs

H2 Create a horizontal structure within Innovation
External product owner

New team function every month rotations

P.O.

Organise blind voting sessions to make decisions

Rotate roles

Do awkward stuff to make the boss less intimidating

Get drunk with the team

Exclude innovation from the yearly job fit reviews, gaat niemand meer hielen likken

Manager niet uitnodigen

Doe sessie niet op ING maar ergens anders

Blind dates achtige Innovatie sessies je geeft op wat je interessant vindt en wordt zo bij elkaar gezet en wat je expertise is etc.

Eerst alleen brainstormen en daarna bespreken

Opwarmers

H2 Unlock creativity

Throw it on the wall

Make them aware with posters in the hallway etc

Start the day with doing something crazy

Force them with a facilitator

Best idea wins employee of the month

Pressure cooker Bos dag

Brainstorm cards

How To

Niks is fout

Creativity chapter activities

Do an outdoor creative session to unlock ideas

Toolbox á la Different. Lego etc.

Multidis. team

Half an hour time a day for yourself to do innovation

Analogy thinking, opposite thinking etc. Methods

H2 Communicate strategic Values

Push messages when entering the building

IBeacons

Corporate commercials

Activation days

Terugblikken op een project of de values gehaald zijn

Ludieke stunt

Make them tangible

Vloggen

Op koffie bekertjes afdrukken

Elke dag met stand-up herhalen

Elk team heeft een poster met zijn of haar waarden

employee blog op intranet

Wifi password

Medewerkers test laten maken

Print them on employee pass

Reëel voorbeeld laten zijn als jij dit doet gebeurt dit.

Make a movie with all C-levels etc.

H2 make ING employees aware of innovation on their personal level?
Involve them on a personal level: secret whatsapp group/meetings.

Soort Inner circle mensen willen erbij horen

Explain them about technological developments

Create futuristic experiences in the office

Your company will die your job too

Spel spelen, monopolie als je traditioneel blijft dan verlies je al je geld

Laat ze een soort black mirror zien van toekomstige banken

Trainings over de toekomst

Show a movie what happens with your life if you lose your job

Gamification

Tegenlicht over China

Een dag uit het leven van laten zien. raakvlakken

Rewarden voor als iemand zelf met innoverende dingen komt

H2 Select the right person to ideate with?

Ask manager about talented employees

Special HR department

Opletten tijdens ideation sessies en die opslaan

Company profile op intranet

Test maken over ideation en innovation bepaalde score halen

Zelf opgeven voor deze sessies

Online vacature

Elevator pitch battle

Design a team framework

Old boys network

Wanted advertisement

Organise random lunches to let people meet new people in the company

Organise meetups around topics

Employee tinder

A easy overview with employees capabilities selection tools

H2 run an innovation project next to your daily job?

Paid for the innovation over time

A team manager who does all the small stuff

Netflix/Google workweek. 1 day to allocate freely

Be passionate about the project

Create a pool of freelancers that help employees with their regular job

Free intern for some tasks

Love for ING dus niet zeuren

Cash

Force in the week schedule

HR guidance

Communication from managers

Look for entrepreneurial talent

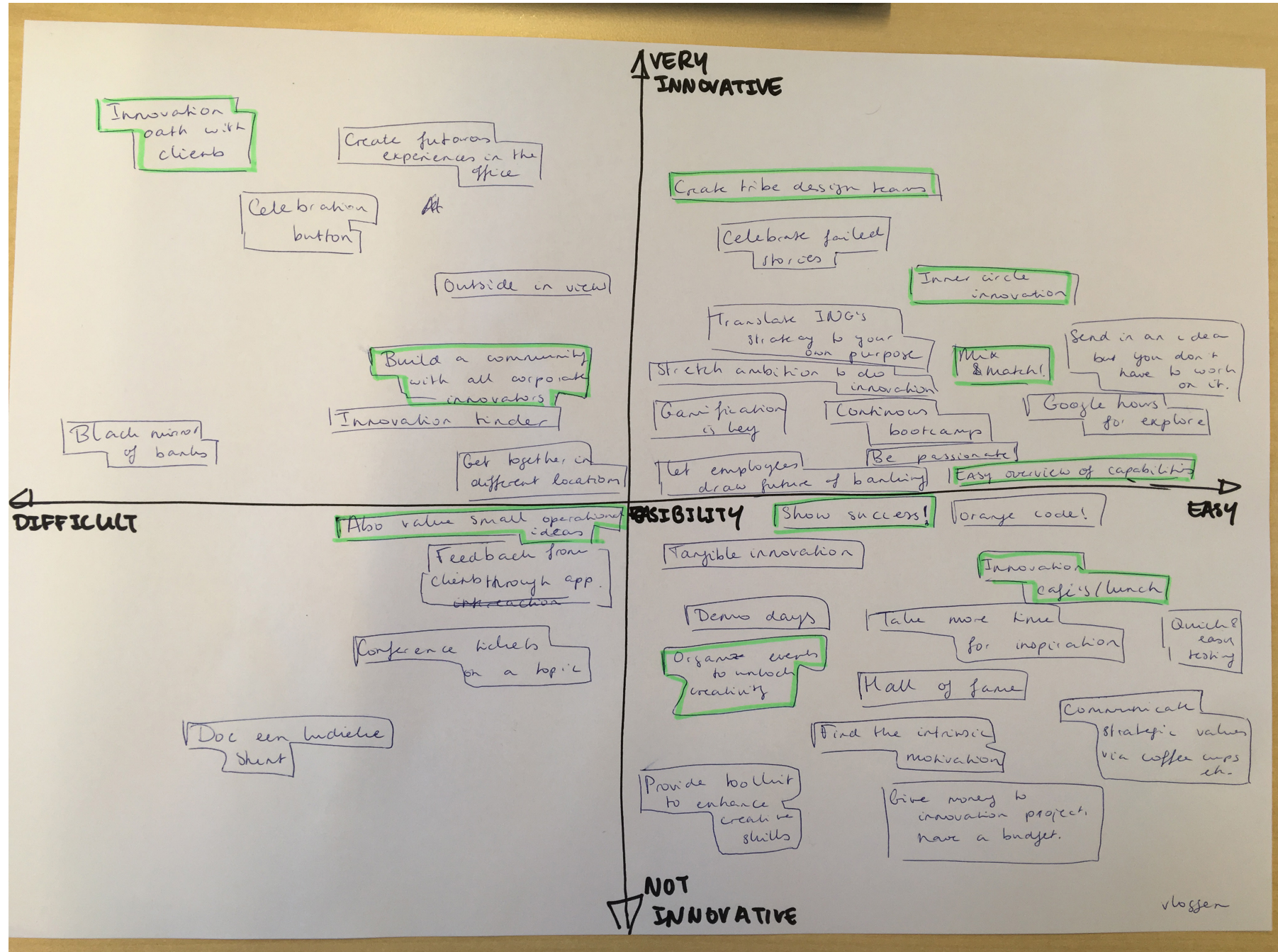
Start the day with a brainstorm about something small

Begin klein

Maak het tot je stretched ambition

X aantal innovatieve uren in schaal omhoog

2.3 C-BOX



2.4 MAIN INSIGHTS

Ideation team 1

Main insights: Innovation should be tangible, show ING employees how they can make impact with their expertise, show employees what is happening elsewhere, show success, gamification is key

Ideation team 2

Main insights: Bring innovation to the circle of influence of ING employees, make them aware of the future of banking, to involve clients a community with corporate innovators should be built, never run an innovation project (initiative) next to your own job but there should be room for innovation in the daily job with for instance Google hours, come with incentives for innovation, translate ING's strategy into peoples own purpose, open up IB to externals, send in an idea without working on it, also value small operational ideas, hall of fame for innovation projects

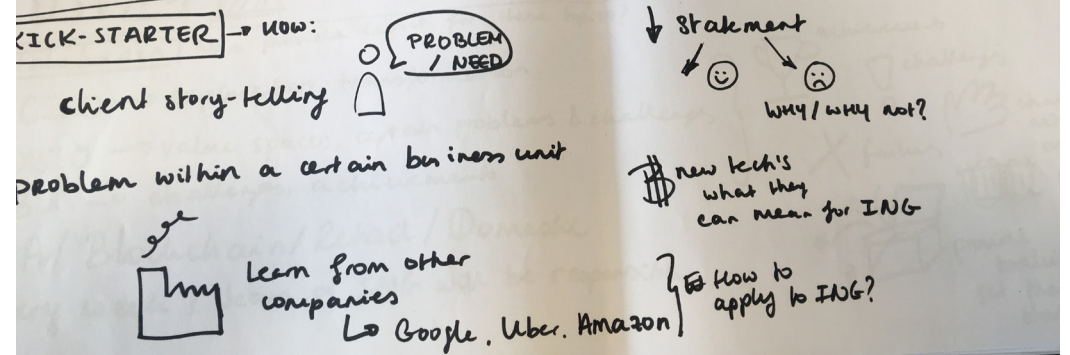
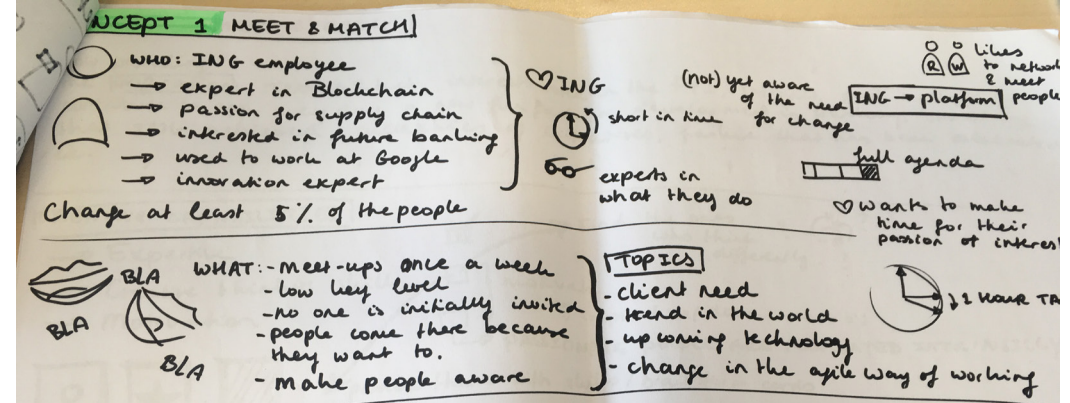
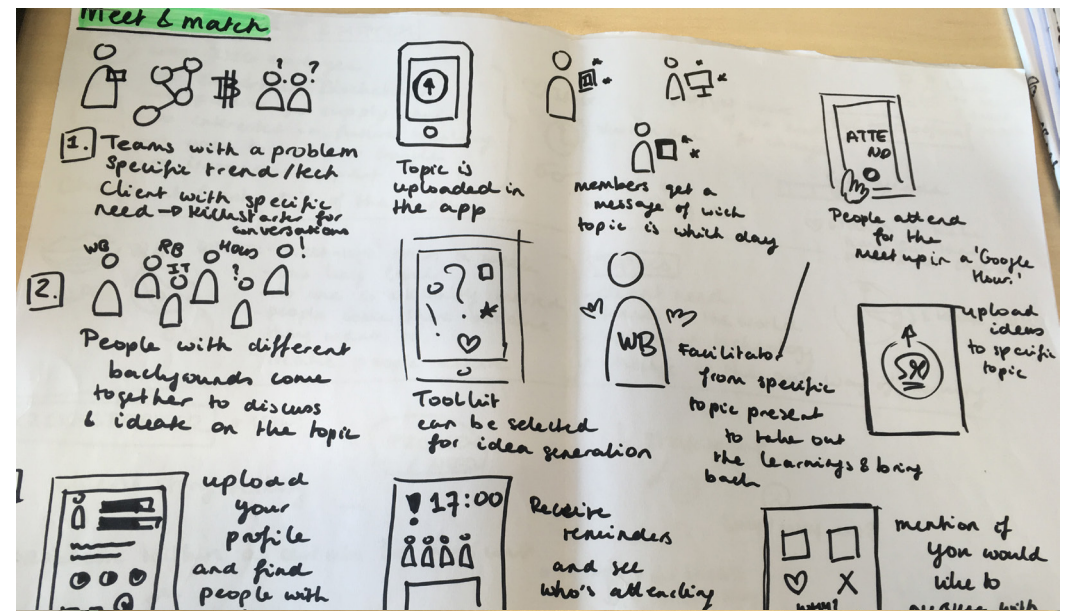
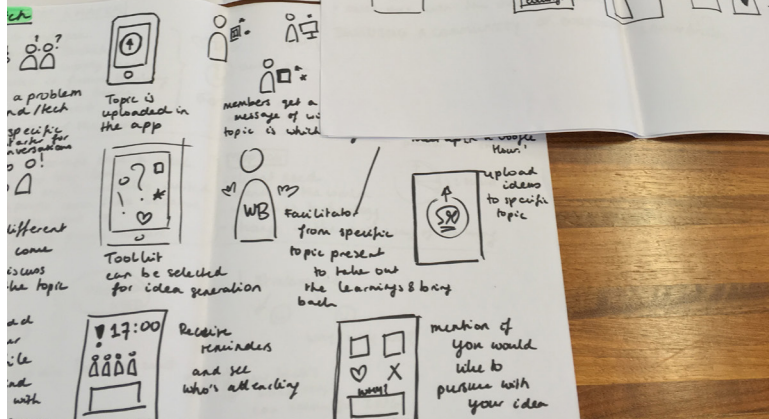
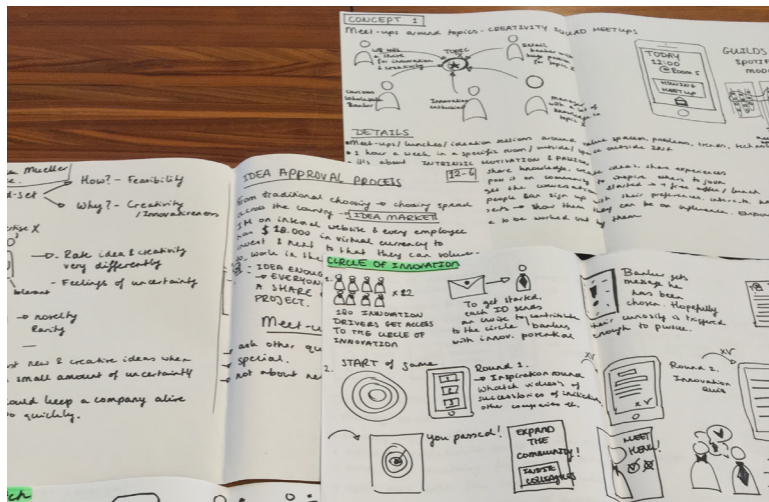
Personal ideation

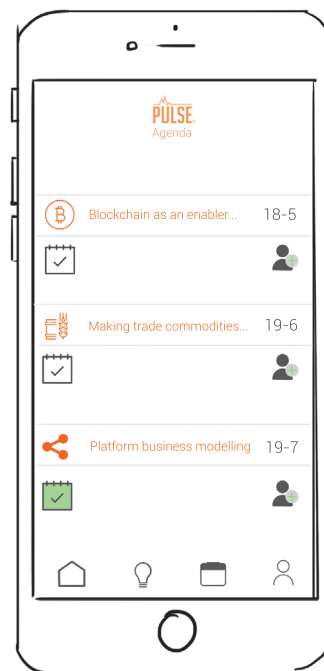
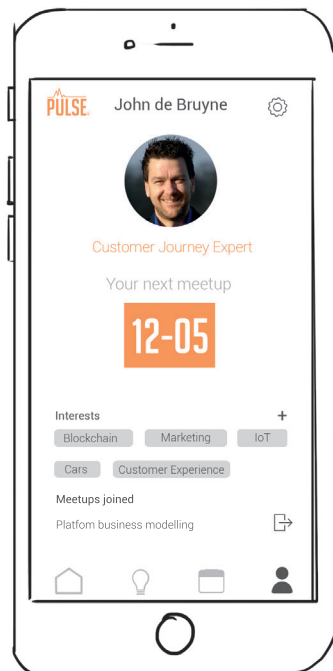
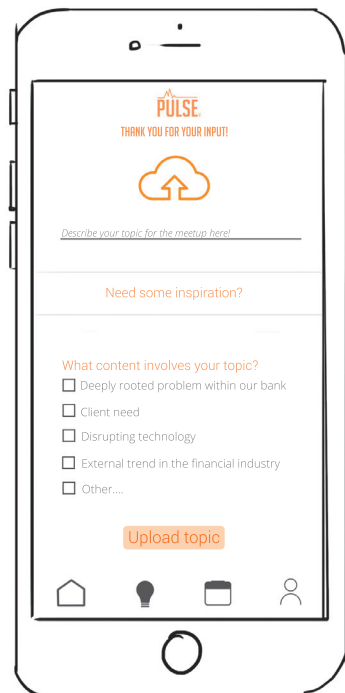
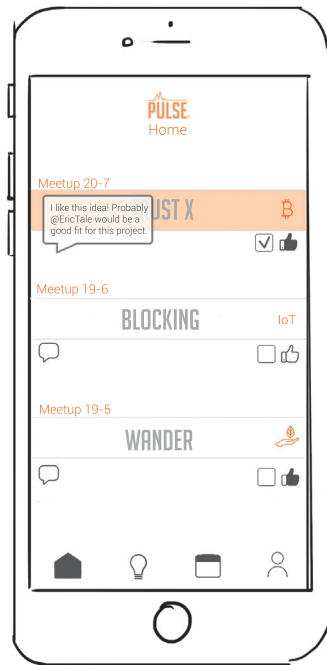
Main insights: Make sure your terminology is right, no vague H2, leave out some H2's, adding some H2's which are more detailed and not too general on inspiration and innovation, show relevance of innovation, intrinsic motivation is very important, don't make a selection for ideation; it should be broad according to ideas and people who are joining, find the main problems of your clients

SPD students ideation

Main insights: Define pillars up front for ideation, create tribe design teams, give a percentage of the budget of all teams to innovation projects, provide stretch ambition innovation workshops, make blind-dates like innovation sessions so show your interests and people are set-up to do a session, do outdoor ideation sessions, go elsewhere, create a kind of inner circle it is in human nature people want to be part of something bigger, organise random lunches to meet new people in the company, be passionate about your project

2.5 CONCEPT SKETCHES



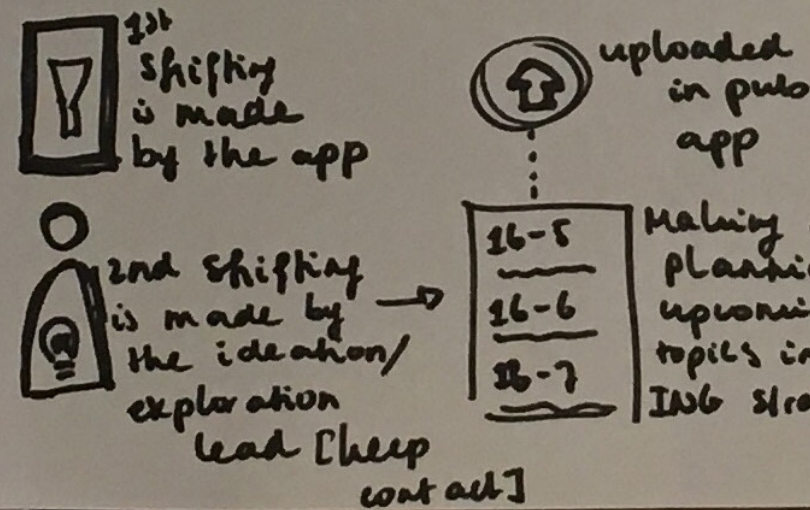
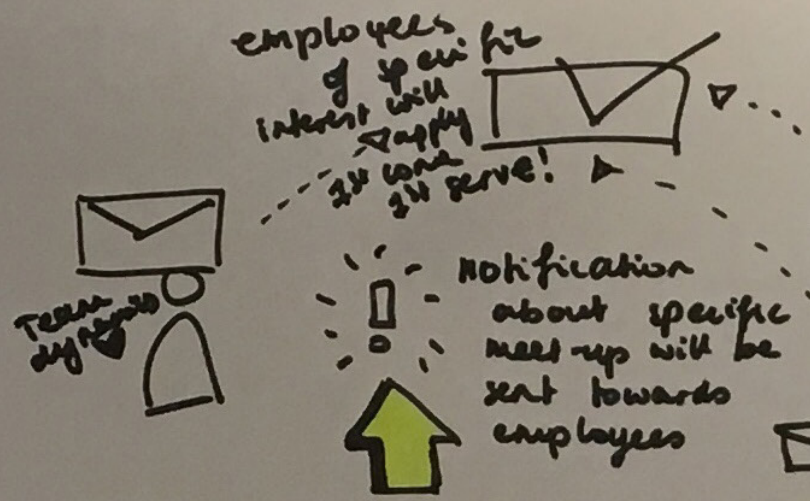
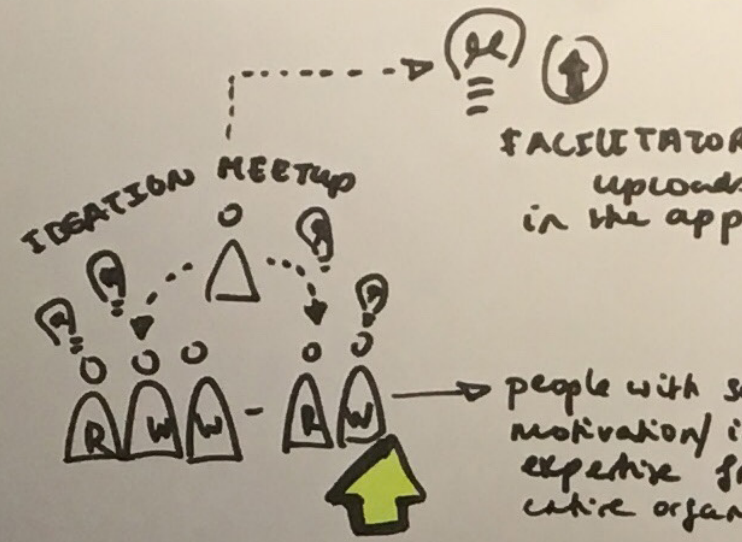
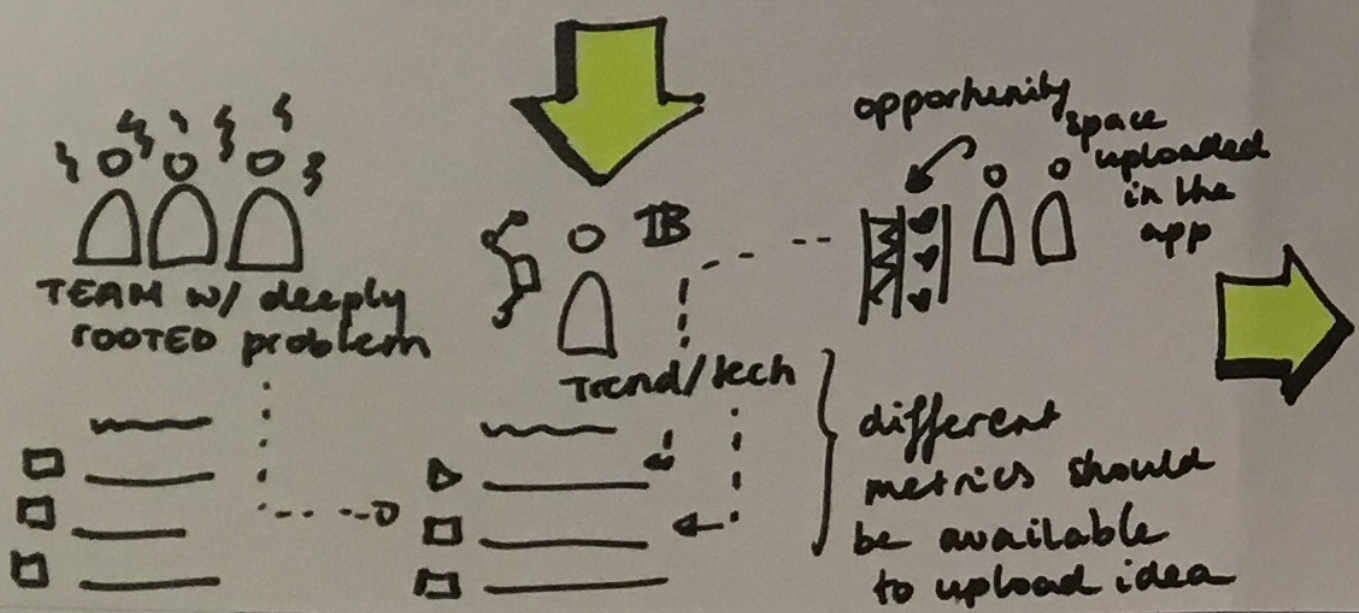
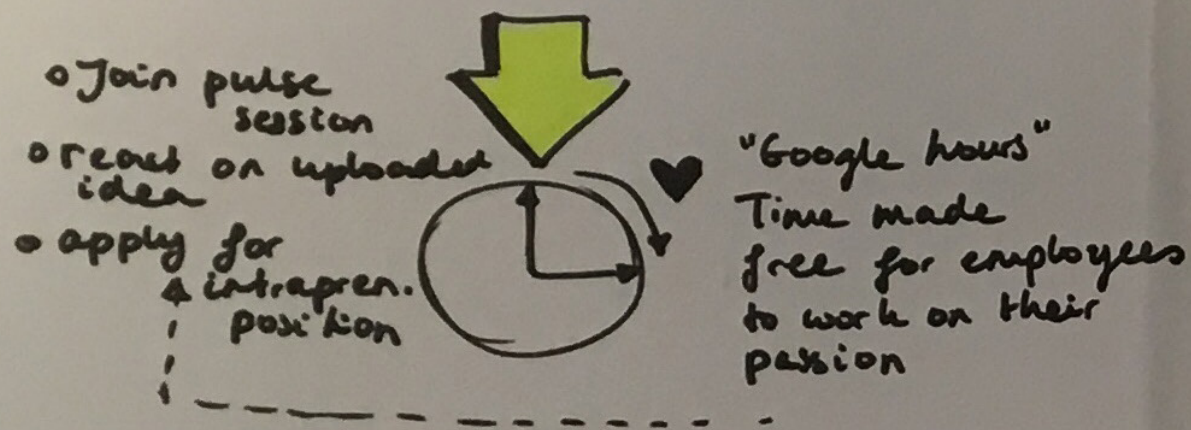
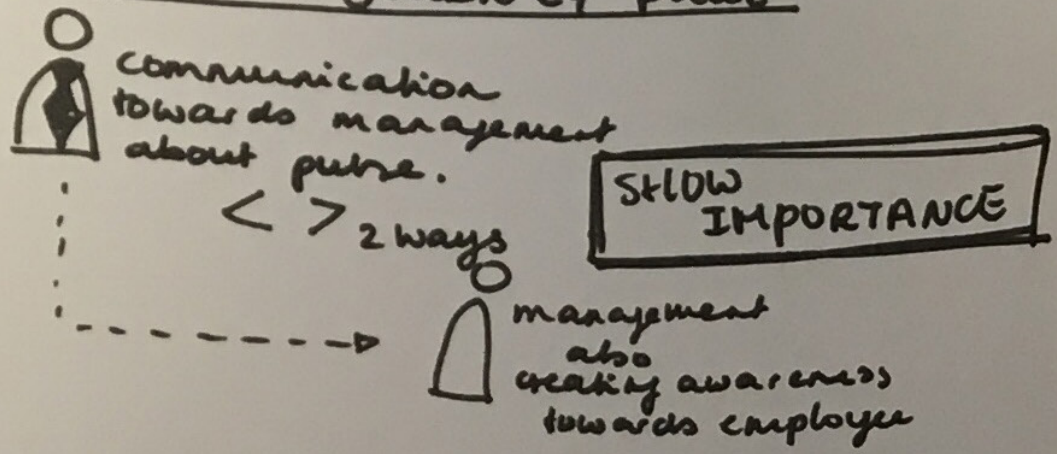


2.6 PULSE FIRST VERSION

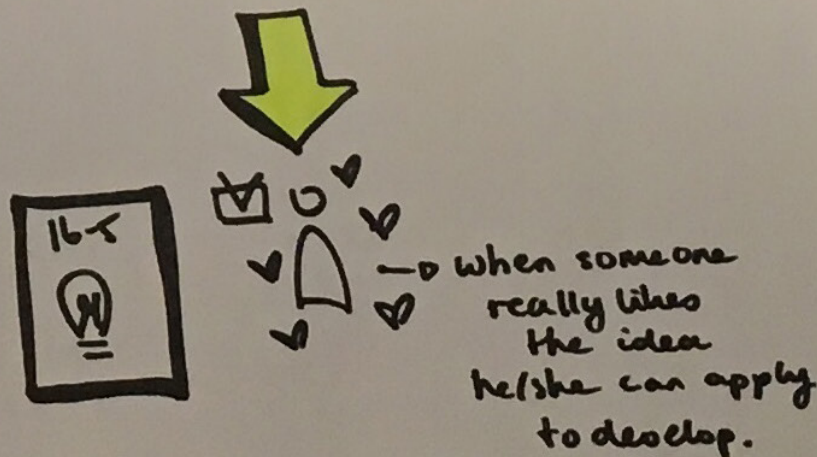
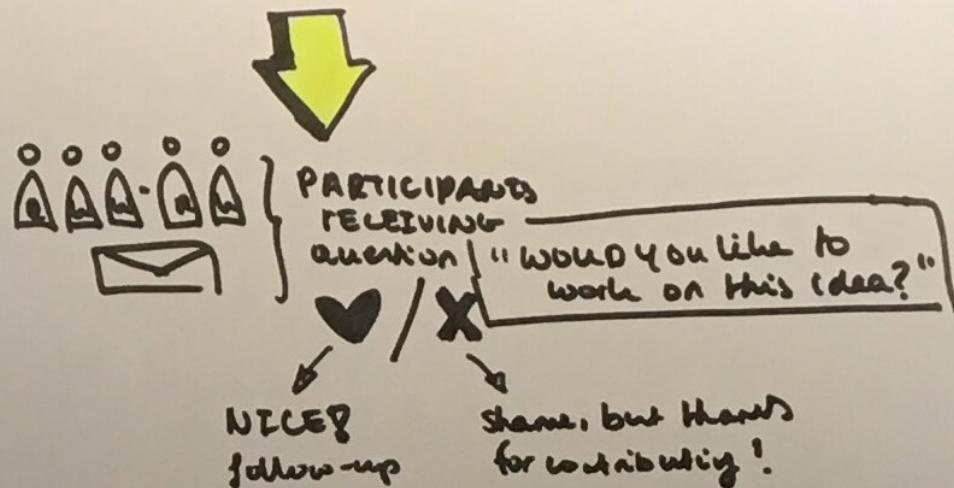
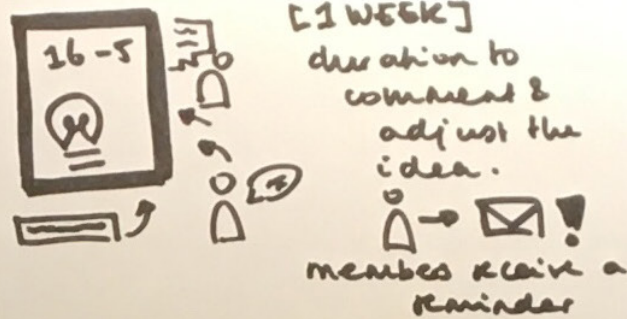
Appendices Part III

DELIVER

CUSTOMER JOURNEY PULSE



CUSTOMER JOURNEY PHASE II



1. ideas, world around, meet up, colleagues, facilitator etc.
2. facilitator, session, technique
3. outcome session
4. step by step, tangible, easy

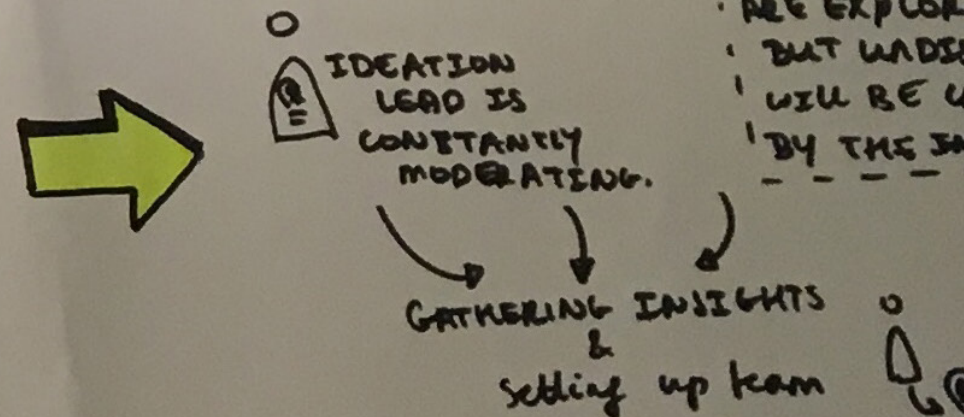
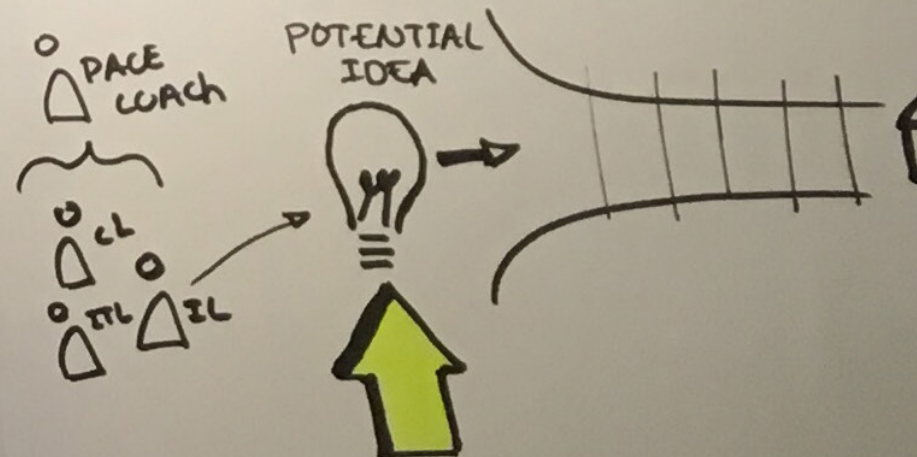
BEST SCENARIO:
IDEA + TEAM
+ WORK + SPONSOR
→ DESIGN SPRINT

1 INSPIRATION

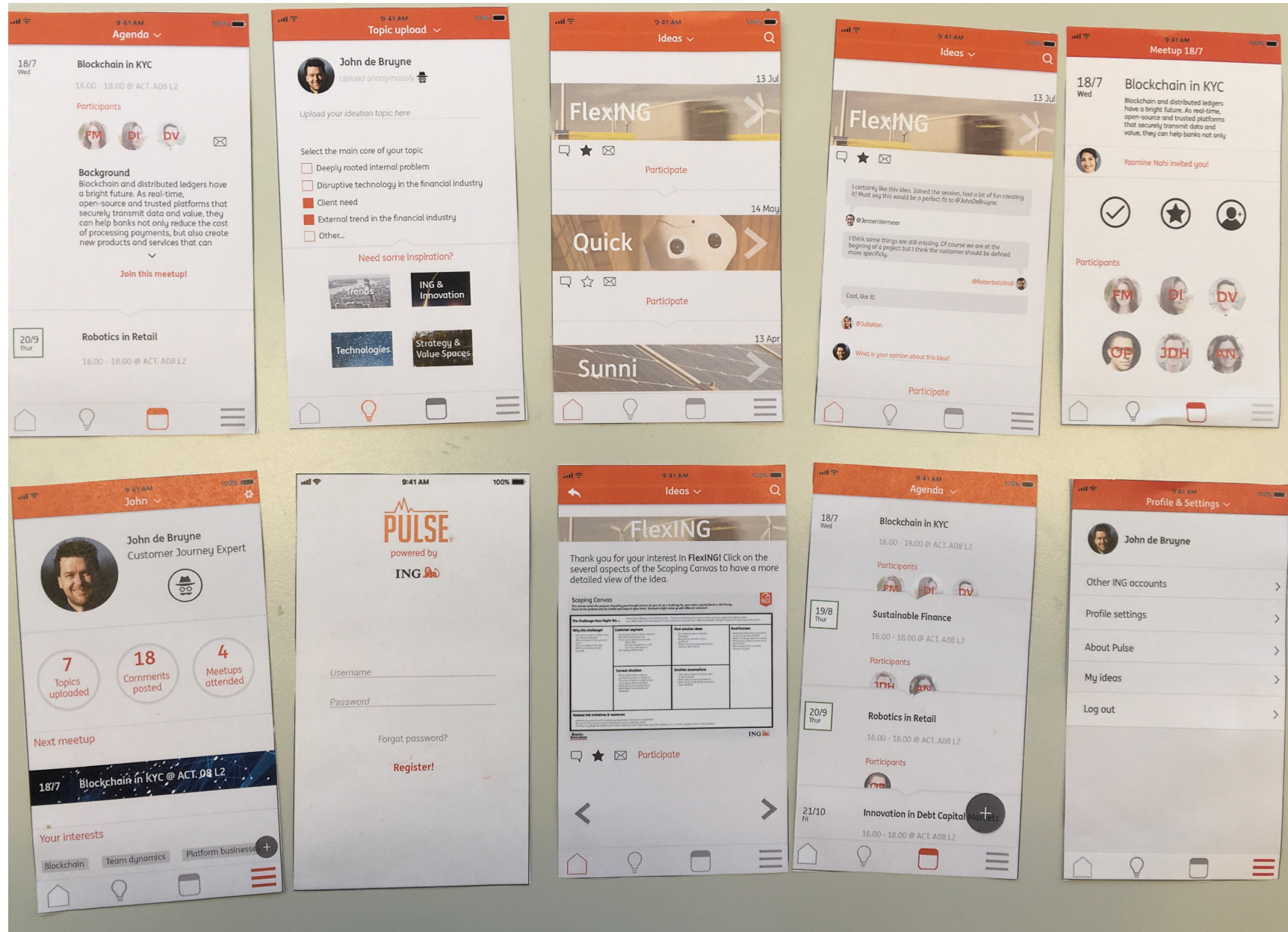
2 CREATIVITY

3 FUNNELING

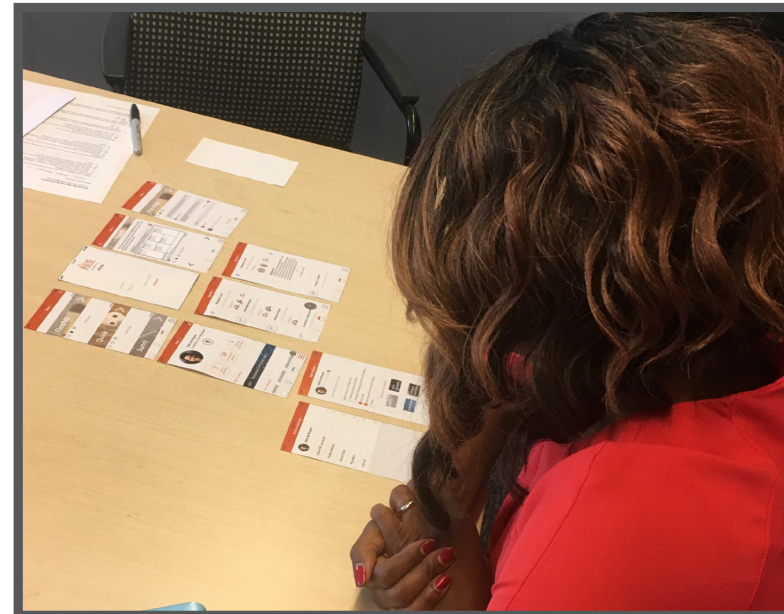
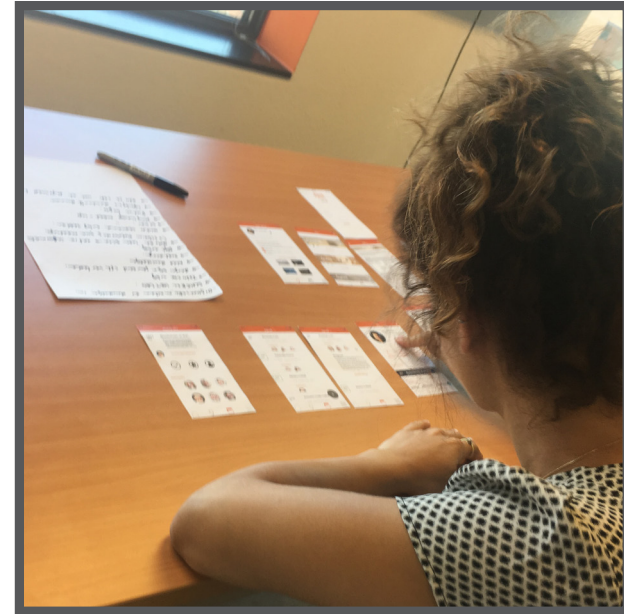
4 MIND-SET



3.1 PAPER PROTOTYPE USED FOR VALIDATION



3.2 USER TESTING PAPER PROTOTYPE



3.3 VALIDATION SESSION MEETUP

Ideation session

How to improve our working environment at ACT 08?

Graduation Project Experiment

25-07-2018



Introduction & Warm-up



Introduce yourself according to your bunch of KEYS

Goals of this session



Graduation project
experiment



Providing
Ideation techniques



Working environment
improvement



2



Some trends...



Leaders encourage more human
interaction.



Artificial intelligence becomes
embedded in the workplace.



Financial and mental
wellness get prioritized.



4



Brainwriting, what is it?

Answering 'How To' questions through Brainwriting

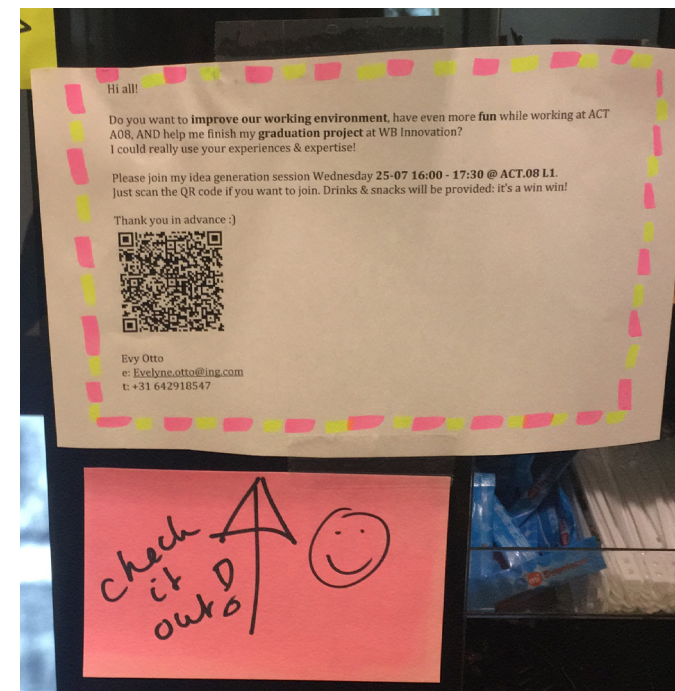


Answer 'How To' question' - 3 to 6 ideas in 2 minutes - Pass the paper - Iterate on ideas and make new ones - Vote - Discuss

LET'S DO IT!



Thank you!



PER SLIDE

Slide 1

Little opening word.

Hi everyone! Great that you are joining my ideation session this afternoon.

1 minute

Slide 2

So why are you all here?

There are several goals of this session. The first is that you are part of an experiment for my graduation research, I will also be an observer as well as the facilitator to see what is happening according to the social interaction the whole session.

The second goal is providing you some idea generation techniques which you can hopefully use in the future as well within your teams. The ideation session will be about improving the workplace here at ACT 08 in a very general way in order to use all your experiences and expertises. To repeat, the main goal is that you are helping me with my graduation project and I am very thankful for that.

5 minutes

Slide 3

Probably the most of you will know each other a little bit but to warm up our creative brain and do a fun introduction round you can all now grab your bunch of keys. You may introduce yourself according to your bunch of keys, maybe you have a nice anecdote about one key or just your bunch in general. Be creative!

10 minutes

Slide 4

To warm you up a little bit I would like to provide some trends in the working environment which are already present. Also I want you to think about the problems you are facing during the your workflow from stepping out your bed until you are leaving the office. What is important, what are you missing?

38

7 minutes

Trend 1

IBM stopped their remote-working program, pushing thousands of employees from core groups that support their brands back to the office. Apple's innovative new facility is designed to promote worker relationships, idea sharing and collaboration. Google Cafés are designed to encourage interactions between employees across departments and teams. All three leading tech companies are encouraging more human interaction in order to come up with creative output.

Trend 2

The topic with the biggest buzz in HR circles is AI because there is both excitement and fear around the topic as it relates to how we do our jobs. A big example of AI in the working environment these days are chatbots for instance. Robots that answer the customer's questions. In 2020 85% of the companies will arrange their contact with clients without human interaction.

Trend 3

More and more people are burned out. A burnout is caused by unfair compensation, an unreasonable workload and too much after-hours work. Therefore companies are more and more conscious about mental health of their employees. As a result, there are numerous companies that are helping employees payback student loans to ease their financial burdens, including Fidelity, PwC, Aetna, Penguin Randomhouse and Chegg. Mental health, which has long been a stigma in the workplace, is now becoming something that is more common and accepted by leaders. Now HR is taking on the role of mental health counselors, helping support employees who have all sorts of mental health issues like depression, anxiety, bipolar and ADHD. PwC, for example, provides 24/7 access to counseling, a mental health toolkit and a group of six mental health advocates to support the de-stigmatization of mental health in the workplace.

Slide 5

How To:

Improve communication between all employees at ACT 08?

Improve productivity?

Make it even more fun to work here?

Improve the physical facilities at ACT 08?

Keep every employee satisfied?

Define the needs of employees regarding the workplace?

Make use of each others expertises?

Let the environment 'breathe innovation'?

Inspire eachother regarding innovation?

Make optimal use of the space available?

5 minutes

Slide 6

So let's start! Each of you will now receive a paper with one of the so-called How To questions. Think of as many ideas as possible within two minutes. Write everything on a post-it note and stick it on the paper. If you need some inspiration, you can use the Brainstormcards! These are cards that provide questions to change your mind, like: what if you were Donald Trump or Elon Musk etc. After two minutes I will tell you to pass on the paper. After that you can iterate on eachother's ideas and be inspired by what the one before you came up with.

How to's: 15 minutes

After all questions are answered the paper will go on another round where you can vote for the best three ideas. When your paper is back, we will discuss the ideas and tell why or why not this is a good idea.

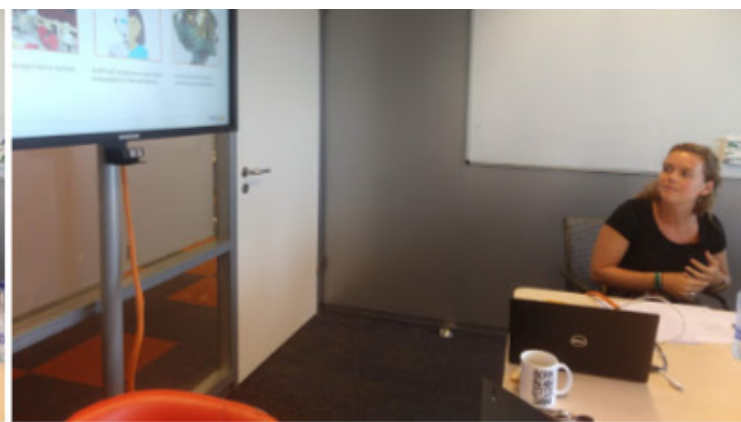
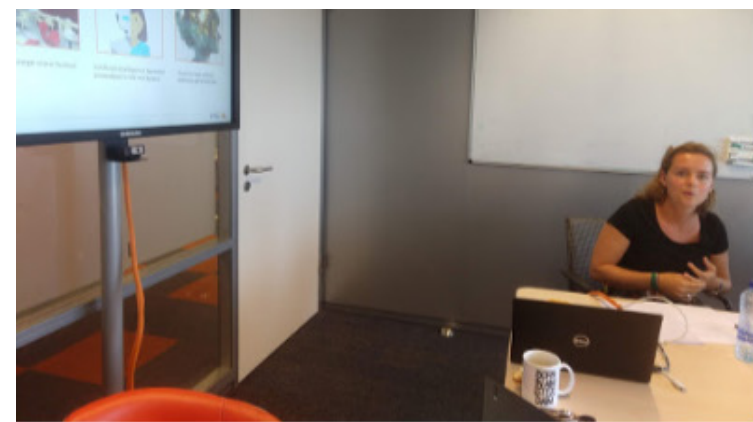
Voting & discussing: 20 minutes

Thank you for having such great output.

Slide 7

So I was wondering if you have any questions or recommendations for the next session. What was your overall opinion?

5 - 10 minutes



OBSERVATION IDEATION SESSION 25-07

Main goal

Observing social interaction in an ideation session, gain insights into the behaviour of people during the meetup; what is provoking and stimulating. Look for anecdotes and outstanding quotes.

Questions general

1. How many people are present?
2. Did people not show up, what is their reason?
3. What was the overall group dynamics? (Enthusiastic, relaxed, passive, 'wait-and-see', sceptical, judging etc.)

Deeper questions during the workshop

1. What is happening when the participants meet?
2. What is provoking them during the session?
3. How are introvert people handling more extravert people?
4. What makes people insecure?
5. What are they proud of?
6. What surprises them?
7. Is there a dip noticeable at some point in the session? And why is that?
8. What happens if people disagree on a certain topic or idea selection?

Note:

- Interesting anecdotes & quotes
- Other outstanding observations

3.4 IDEATION SESSION EXAMPLE

IDEATION SESSION EXAMPLE (uploaded on ING's Centre Of Expertise as an inspiration for employees to conduct ideation sessions)

1. Short introduction to ideation

In this document an elaboration will be given on what ideation is and how it can be used to uplift company performance. Idea generation is a critical part of the creative design process likely related to the quality of the final design solution.

Creative products need to be original and effective. Creativity can be defined by the ability to produce work that is novel (original or unique) and useful (Runco & Jaeger, 2012). Based on these definitions, ideation constitutes two fundamental processes of creative thinking. The definition of ideation can be stated as follows:

Generative processes that are required to formulate original ideas and evaluative processes that are required to select and/or refine ideas into a form that is of value (Hao et. al., 2016).

2. Differences in ideation methods

Ideation methods have been categorised into two main groups (Goncalves et al. (2014):

1. Intuitive: brainstorming, roleplaying, metaphors and synetics. These approaches are meant to help an individual to break routines and overcome mental blocks. Brainstorming, which is probably the most popular idea generation method is often reported as one of the most used approaches during idea generation. Other intuitive approaches like role playing are implemented by well-known design consultancies as IDEO at the beginning of the design process when trying to guide both clients and potential end-users through a huge experience about the situation at hand. Metaphors have been used as a way of framing and defining initial problems and helping communicating about design situations.
2. Logical: TRIZ, "a problem-solving, analysis and forecasting tool derived from the study of patterns of invention in the global patent literature" (Hua et al., 2006) and forward steps. These approaches are largely based on available resources, and

more scientific and engineering principles, and are aimed at thoroughly decomposing and analysing problems.

A lot of research has been done on idea generation techniques that is concerned with the effectiveness of the technique as defined by novelty, variety, quantity and quality of the resulting ideas (Shroyer et. al, 2018). A common theme in several of these studies is emphasizing on generating a large number of ideas or potential design solutions by understanding that a greater number of ideas will likely lead to better solutions. In the contrary, other research that is done seeks to identify and assess common ingredients, components or heuristics that make up these ideation techniques and may be responsible for the effectiveness of the outcome.

3. Ideation session step by step

If you would like to conduct an 2 hour ideation session with your team, this is a fun and convenient way to do so. This session is all about creating ideas to solve a problem, therefore a problem already is defined. The main method used in this session is called 'Brainwriting'. In this section step by step is explained how to conduct an ideation session through brainwriting. Ideation is all about diverging and converging. Per step is explained if it is a diverging or a converging phase.

The session step by step

1. Practical | Make sure all practical elements are arranged: a room with windows and fresh air, enough post-its, sharpies, brainstorm cards (by Board of Innovation) and some small snacks and water to keep the energy level high. For this method no more than 6 people should be attending. Who should be attending? Depending on the topic of your session you can invite one expert who is there to have all the questions answered. The best is to have a multi-disciplinary group: different jobs, backgrounds, maybe some external people to create an outside-in-view. Make sure there are enough breaks in the session to prevent having a certain 'dip' at some point.
2. Introduction | To have a fun and energized kick-starter make sure there is no standard introduction. One way to do so is by letting the participants introduce themselves according to their bunch of keys. Let them tell a fun anecdote about a key or another interesting story behind their keys. In this way the creative mind is already a bit triggered.

Other fun introductions:

- One-hand Paper Airplanes: <https://experience.sap.com/skillup/warm-ups-one-hand-paper-airplanes>
- Three Common Things in Three Minutes: <http://designthinkingformuseums.net/2014/01/27/improv-games-1/>
- Who Am I?: <http://www.icebreakers.ws/medium-group/who-am-i.html>

3. Goal of the session | Expectation management is really important in an ideation session. Do you want to generate three possible ideas? Do you want to learn people ideation techniques? Do you want to change their mind-set towards a more innovative one? Make sure your goal is clear. Be sure to set boundaries when you are framing the problem to be solved.

4. Trends, tech & other inspiration | Provide the participants with some background information about the topic, trends regarding the topic and perhaps some relevant technologies. Other inspiration like video's or physical products could also be useful: anything that is relevant to give the participants background information regarding the topic you will ideate on.

5. Brainwriting | Now the actual fun starts! An approachable way to create ideas is done via Brainwriting. If your audience is not used to be creative or need some extra stimulus, make sure you have some brainstorm cards available on the table (<http://info.boardofinnovation.com/brainstorm-cards>). These cards have questions like: "What if you were Donald Trump?" or "What if you were Facebook?" etc. The cards are divided in New Technology, Regulation, Customers or Societal trends and Market.

Step 1: Diverging phase

Every participants receives an A3 paper with a so-called 'How Might We question that has to do with the topic. An example. When your problem is that communication between the different locations of your team is not optimal, an How Might We question could be "How Might We cope with different time zones?".

Each idea that is generated for this questions is written on a post-it note and stuck to the A3 paper. As many ideas as possible can be created. After two minutes the paper is passed on to the neighbours. Then they can iterate on the ideas generated before them and come up with new ones. After 6 (when you have 6 participants) rounds of 2 minutes many ideas are generated.

Best Practice Guide to Asking How Might We

- Begin with your Point of View (POV) or problem statement. Start by rephrasing and framing your Point Of View as several questions by adding "How might we?"

at the beginning.

- Break that larger POV challenge up into smaller actionable and meaningful questions. Five to ten How Might We questions for one POV is a good starting point.
- It is often helpful to brainstorm the HMW questions before the solutions brainstorm.

- Look at your How Might We questions and ask yourself if they allow for a variety of solutions. If they don't, broaden them. Your How Might We questions should generate a number of possible answers and will become a launch pad for your Ideation Sessions, such as Brainstorms.

- If your How Might We questions are too broad, narrow them down. You should aim for a narrow enough frame to let you know where to start your Brainstorm, but at the same time you should also aim for enough breadth to give you room to explore wild ideas.

(more information: <https://www.interaction-design.org/literature/article/what-is-ideation-and-how-to-prepare-for-ideation-sessions>)

This step can also be done more mobile while hanging the How Might We questions throughout the room and letting people filling it in while walking throughout the room.

Step 2: Converging phase

Now it is time for deciding which ideas are most promising. One way to do so is via 'Dot Voting'. Every participant has three dots to divide by voting on ideas: one idea can have three dots or every idea can have one dot etc. Every A3 sheet is passing by the participant and in one minute the voting should be done. After the three best ideas are selected from each How Might We question the ideas can be mapped on a scale: Innovativeness versus Feasibility etc. The ideas top right are the best ones.

To prevent biased voting, voting can also be done anonymously: write down which idea you think was the best and discuss it later plenary.

Other selection tools can be found here: <https://www.interaction-design.org/literature/article/how-to-select-the-best-idea-by-the-end-of-an-ideation-session>.

6. Closure & follow up | Thank every participant for their input and make sure the follow-up is clear. What will happen with their ideas? Who will be participating in the design sprint if there is any? Define the next step after the ideation session to not disappoint the participants.

4. Other ideation methods

Brainwriting is a very common and easy way to create a lot of innovative ideas. Below you can find some links to other ideation techniques and methods based on Design Thinking:

- Board of Innovation: <https://www.boardofinnovation.com/tools-old/best-ideation-tools/>
- IDEO: <https://www.ideo.com/pages/ideation-method-mash-up>
- Interaction Design: <https://www.interaction-design.org/literature/article/introduction-to-the-essential-ideation-techniques-which-are-the-heart-of-design-thinking>
- Innovation Management: <http://www.innovationmanagement.se/2013/05/30/the-7-all-time-greatest-ideation-techniques/>

5. To conclude

Remember that ideation sessions are fun, people are doing something completely different than their daily work. Make sure you create a relaxed and open environment. And remember: all ideas are good ideas! No judgements. Make sure that as a facilitator you facilitate, so don't give your own opinion about ideas and start the discussion between the participants in the session.

Have fun! Let's start ideate.