

# 05 IDEATE



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AGA KHAN FOUNDATION



# IDEATE

Use the tools and resources in this guidebook to accomplish the goals below. Once your design team has achieved these objectives, you will be in a strong position to advance to the next phase in your design process. Use the reflection tools in the **Design Work Journal** to evaluate whether your design team is ready to move to the next phase.



Get inspired by reviewing your teams' stakeholder needs and the big ideas identified thus far



Prepare the materials your team will need to brainstorm, either in person or virtually



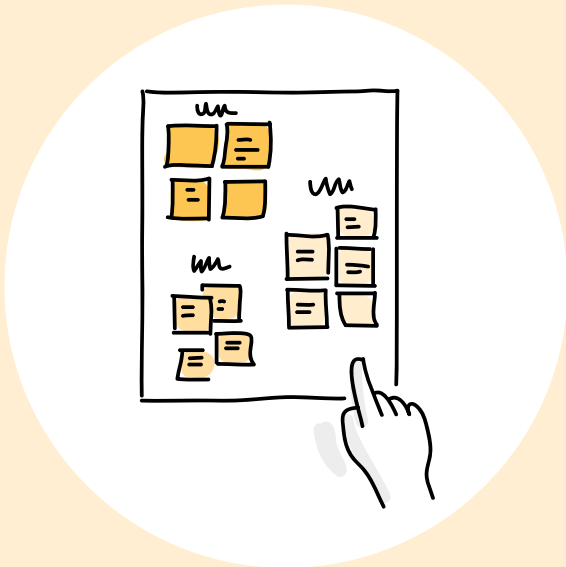
Review the Rules of Brainstorming to help ensure your team generates the most creative solutions possible



Review and select the HMW questions that your team is most excited to brainstorm



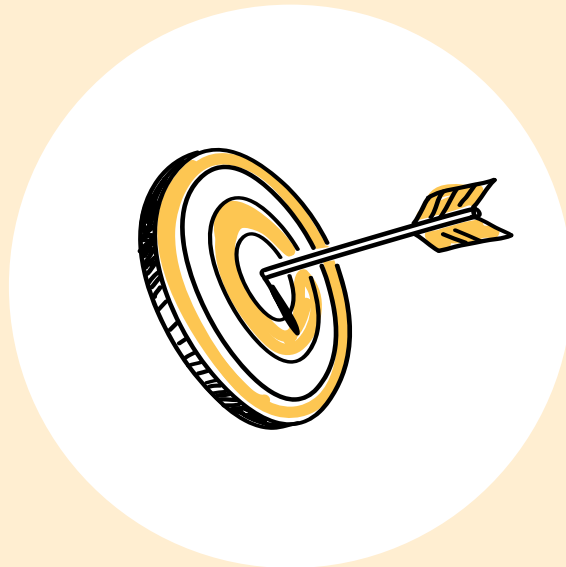
Begin the ideation process by brainstorming individually and then transition to brainstorming as a group in order to build momentum and generate lots of out of the box ideas



Cluster the ideas you generated into themes and then evaluate the clusters using the different criteria included in the tools



Narrow down to three of the most innovative ideas using the criteria included in the tools



Select the most promising idea based on your stakeholders' needs and begin to sketch out some of the details of the idea



## CAPTURE YOUR WORK



## PROCESS TIPS



## MINDSET TIPS



## EQUITY STRATEGY



## CO-DESIGN STRATEGY



## FIELDWORK

# IDEATE

Once we have completed our design research, gained empathy for our stakeholders, redefined the problem and discovered opportunities for meeting our stakeholders' needs in new and novel ways, it is time to generate solutions to help us accomplish those goals.

**WHEN AT ALL POSSIBLE,  
WE MUST GENERATE SOLUTIONS  
ALONGSIDE THOSE WE ARE  
SERVING IN ORDER TO MEET  
THEIR NEEDS AND SOLVE THE  
PROBLEMS THAT MATTER  
MOST TO THEM.**

What steps can we take to ensure that the solutions we are generating meet the needs of the stakeholders we serve? How can we create out-of-the-box ideas that have real impact?



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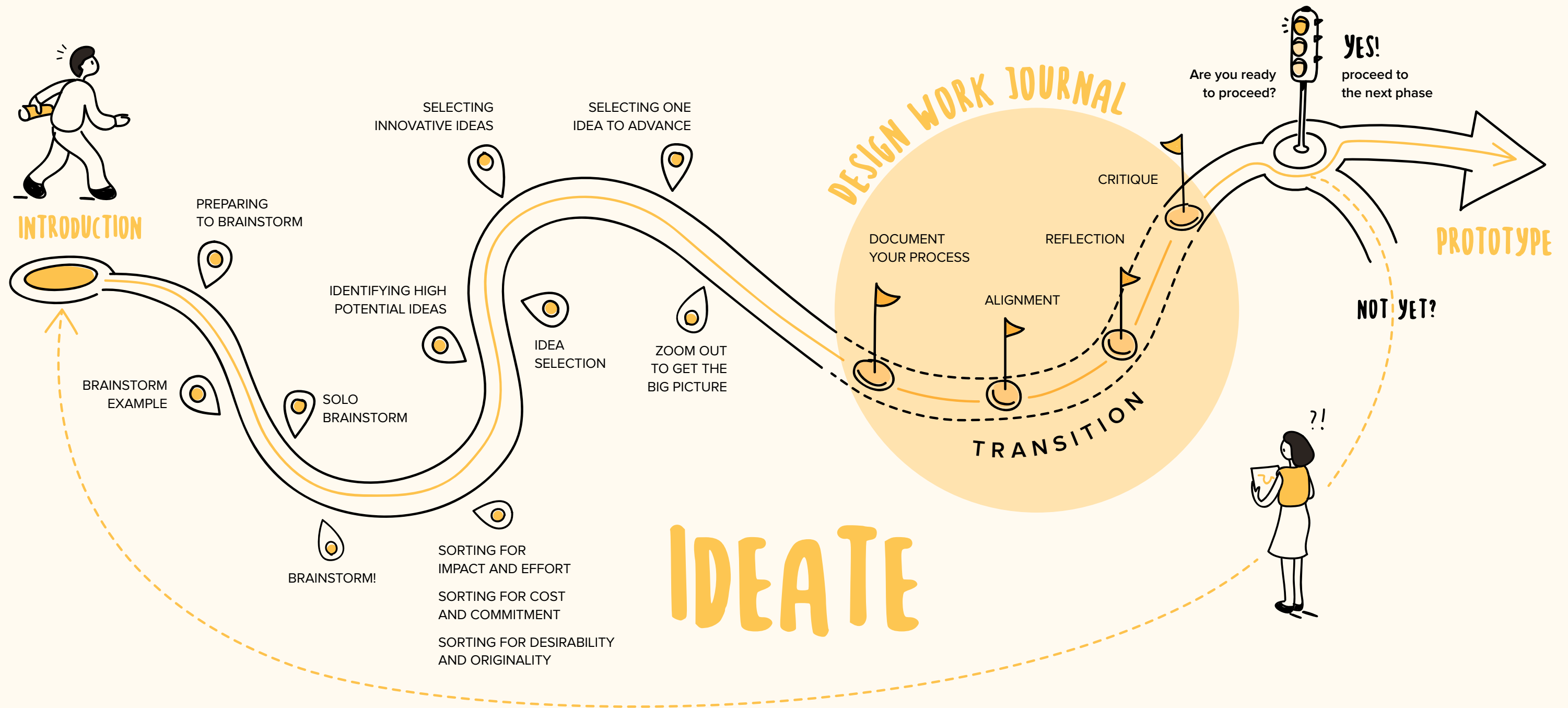
Digital Templates

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Checklist



You can find a video lecture as well as more articles on this phase of the **Human-Centred Design** process in the **Resource Book**. You will also find a full demonstration example of each of the tools in there. [Scan the QR code](#) or [click here to access this resource](#).



## OVERVIEW OF IDEATE PHASE

The tools in the **Ideate Phase** of the process are focused on generating as many solutions to a problem as possible. Once many solutions have been generated, members of your team will select one to four ideas to move forward to prototyping.

This is a collaborative process and should be completed as a team in order to maximise your team's creative energy and momentum.

## OBJECTIVES OF IDEATE PHASE

The goal of this phase is to use the POV statements and HMW Questions from the last phase to generate as many relevant solutions as possible. By generating lots of solutions, your team is more likely to think outside of the box and arrive at truly innovative solutions.

From there, the team will use criteria to select ideas that have clustered into themes. At the end of this phase, all team members should be clear on one to four ideas that you are interested in prototyping.

## MINDSETS OF IDEATE PHASE

- Many ideas lead to good ideas
- Defer judgment and criticism of ideas
- Idea generation is not the time for evaluating ideas
- Brainstorming is a collaborative team activity
- Allow yourself to think of wild ideas
- See opportunities in constraints
- This phase is the time to solve the problem

Scan the QR codes on [page 40](#) for the following resources:

- Ideate **Mural Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

# IDEATE: TEAM ACTIVITIES



## YES, AND!

**Goal:** This exercise is designed to help participants practice building on the ideas of others. This exercise is also designed to help participants experience the difference in energy and effectiveness between evaluating and rejecting ideas and affirming them.

### Instructions:

1. Ask the group if there is a person who has a party they need to plan in the near future.
2. Ask participants to generate ideas for the party. First, ask them to start each of their contributions with "No, but..."
3. Then, ask the group how far their brainstorm got them? Is there a plan? What was the energy like during this brainstorm?
4. Now, ask participants to start again but every time people offer a contribution, they should say, "Yes, and!"
5. Now, ask the group what this brainstorm generated? Why was this different?



**Online Adaptation:** Have participants contribute based on an order of participants that you put in the chat box. Or, have everyone contribute ideas through the chat. Or, put people in smaller breakout rooms.

### Debrief Questions:

- How far did we get in the first round? Why?
- How was the energy different during the second round? Why?



*Yes, And! is a great technique for building optimism and momentum.*



## ROCK, PAPER, SCISSORS COMPETITION

**Goal:** This exercise is designed to help participants get energized

### Instructions:

1. Everyone is going to compete in a Rock, Paper, Scissors competition.
2. Have people pair up and after the count of three, they will choose either the rock, paper or scissors symbol with their hands. Rock beats scissors. Paper beats rock. Scissors beats paper.
3. If the person wins the competition, they should find another competitor. If they lose the competition they should cheer on the person who beat them. Continue until there is a single winner!

**Online Adaptation:** Have everyone have their gallery view on Zoom. Everyone will compete with the person to their right. Because of the way most video conference platforms work the order of the participant videos on your screen; that is okay. You might not be playing against the same person that is playing against you.

The facilitator will call out 1, 2, 3. If they lose to the person, they should turn off their camera and start cheering for others. Use the Mute All button to continue to call out. Continue until one person wins. Award a trophy virtual background to the winner. What is your commute like?



*Brainstorming requires positive energy- use the Rock, Paper, Scissors competition to build energy with the team.*

# IDEATE:

## INTRODUCTION TO TOOLS AND METHODS



At the top of each tool description is the recommended amount of time to complete the tool. Try to spend only the recommended time. If you spend significantly less time on the tool you might not do enough rigorous thinking to advance your project. Also, keep up your project momentum by not spending too much time on each tool.

Design Leads should review this page before the design team is scheduled to meet.

Take note of opportunities to engage the community and plan for that. Gather needed materials.

Take note of fieldwork and help your teammates plan for that work.



**Documentation Strategy:** Be sure to capture all of your work throughout this process, using the tools provided as the main place to capture your thoughts and reflections. **Remember:** if it isn't written down or captured, you have no evidence of it! Be sure to take photographs and/or screenshots, especially when working with stakeholders and community members. Be sure to ask permission before you take photos of people.



**Co-design Strategy:** Inviting community members (experts, stakeholders, civil society organisations, local partners) to contribute to the brainstorm is especially helpful. Inviting community members to join for this exercise helps bring their knowledge of the community into the process. Make sure that your co-designers have access to all the resources from this phase of the design process and centre their voices in the decision-making process.



**Equity Strategy:** Make sure that your team is working to identify those stakeholders, communities and organisations who are under-represented, under-resourced and whose voices are not often heard. Centre their needs and experiences in your decision-making process related to advancing ideas.



30 minutes

### #1 PREPARING TO BRAINSTORM



**WHAT IS THIS TOOL?** These guidelines for **Preparing to Brainstorm** are designed to help your team prepare to facilitate a collaborative brainstorm.

**WHAT IS YOUR GOAL?** This tool can help your team to conduct a collaborative brainstorm and generate many solutions to the problem or opportunity you identified in your earlier design work.



30 minutes

### #2 BRAINSTORM EXAMPLE



**WHAT IS THIS TOOL?** Use the **Brainstorm Example** to see a demonstration of how to generate ideas and sort them into clusters.

**WHAT IS YOUR GOAL?** This tool is designed to help your team feel confident going into your solo and group brainstorming process.



# IDEATE: TOOLS AND METHODS



30 minutes

## #3 SOLO BRAINSTORM



**WHAT IS THIS TOOL?** The **Solo Brainstorm** tool is designed to help your team begin to generate ideas before the group brainstorm.

**WHAT IS YOUR GOAL?** This tool helps individuals start the process of brainstorming through quieter reflection. This is a helpful way for people to get started, especially those who are more introverted.



60-90 minutes

## #4 BRAINSTORM!



**WHAT IS THIS TOOL?** The **Brainstorm!** tool is designed to help guide your team through the brainstorm process.

**WHAT IS YOUR GOAL?** The goal of this process is to help your design team generate as many ideas as possible. Try to get to at least 100!

**EQUITY STRATEGY** If you are inviting co-designers or people who have less status to the brainstorm, ensure that you are creating space for their voices to be heard equally.



30-60 minutes

## #5 SORTING FOR IMPACT AND EFFORT



**WHAT IS THIS TOOL?** The **Sorting for Selection #1** tool is designed to help your team identify solution clusters that have a high potential for positive change because they will require low effort and have high impact. The grid will help you determine how your solution clusters match up against these variables.

**WHAT IS YOUR GOAL?** Use the tool to identify those solution clusters that have a high likelihood of success. Evaluate your solution clusters based on the variables on the graph. Determine which quadrants the solution clusters should fall into. Those solution clusters which fall into the quadrants with circles have a higher likelihood of success. The darker the circle, the higher likelihood.



30-60 minutes

## #6 SORTING FOR COST AND COMMITMENT



**WHAT IS THIS TOOL?** The **Sorting for Selection #2** tool is designed to help your team identify solution clusters that are high potential for positive change because they are low cost and low time commitment. The grid will help you determine how your solution clusters match up against these variables.

**WHAT IS YOUR GOAL?** Use the tool to identify those solution clusters that have a high likelihood of success. Evaluate your solution clusters based on the variables on the graph. Determine which quadrants the solution clusters should fall into. Those solution clusters which fall into the quadrants with circles have a higher likelihood of success. The darker the circle, the higher likelihood.



30-60 minutes

## #7 SORTING FOR DESIRABILITY AND ORIGINALITY



**WHAT IS THIS TOOL?** The **Sorting for Selection #3** tool is designed to help your team identify solution clusters that are high potential for positive change because they are highly desirable and highly original. The grid will help you determine how your solution clusters match up against these variables.

**WHAT IS YOUR GOAL?** Use the tool to identify those solution clusters that have a high likelihood of success. Evaluate your solution clusters based on the variables on the graph. Determine which quadrants the solution clusters should fall into. Those solution clusters which fall into the quadrants with circles have a higher likelihood of success. The darker the circle, the higher likelihood.



60 minutes

## #8 IDENTIFYING HIGH POTENTIAL IDEAS



**WHAT IS THIS TOOL?** The **Identifying High Potential Ideas** tool is designed to help your team evaluate solution clusters across multiple variables in order to identify the ideas that are most likely to succeed at creating positive outcomes for stakeholders. This tool also asks your team to reconsider your POV and ensure that your solution clusters are still well-aligned with the stakeholder's needs.

**WHAT IS YOUR GOAL?** When your team has completed this tool, your team should have clarity about the highest potential solution clusters and how those align with the stakeholder's needs.

**EQUITY STRATEGY** Make sure that your team is working to identify solution clusters that are most likely to improve outcomes for those stakeholders, communities and organizations who are under-represented, under-resourced and whose voices are not often heard.



# IDEATE: TOOLS AND METHODS



60 minutes

## #9 IDEA SELECTION

**WHAT IS THIS TOOL?** **Idea Selection** is a tool designed to help you select the idea you want to advance using specific criteria.

**WHAT IS YOUR GOAL?** As a team you will need to identify one to four ideas you are planning to continue to develop through prototyping. This activity helps you reflect on which ideas are most likely to address the problem you are exploring. From there, you are going to select one idea to move forward.

**EQUITY STRATEGY** Make sure that your design team is working to identify solution clusters that are most likely to improve outcomes for those stakeholders, communities and organizations who are under-represented, under-resourced and whose voices are not often heard.

**CO-DESIGN STRATEGY** If you are only engaging with community members as co-designers on a part-time basis, inviting them to contribute to this activity is especially helpful. Invite community members to join for this exercise to bring their knowledge of the community into the process.



60 minutes

## #10 SELECTING INNOVATIVE IDEAS

**WHAT IS THIS TOOL?** The **Selecting Innovative Ideas** tool is designed to help your team narrow down ideas to advance based on the criteria of sustainability (financial and environmental), feasibility and desirability. Solutions that fall strongly into all four categories are more likely to succeed at improving outcomes for stakeholders and thus are more innovative.

**WHAT IS YOUR GOAL?** When you have completed this tool, your team should have clarity about which ideas are the strongest based on the above criteria. This will help your team to narrow down to one idea to advance in the next activity.

**EQUITY STRATEGY** Make sure that your design team is working to identify solution clusters that are most likely to improve outcomes for those stakeholders, communities and organizations who are under-represented, under-resourced and whose voices are not often heard.

**CO-DESIGN STRATEGY** If you are only engaging with community members as co-designers on a part time basis, inviting them to contribute to this activity is especially helpful. Invite community members to join for this exercise to bring their knowledge of the community into the process.



60 minutes

## #11 SELECTING ONE IDEA TO ADVANCE

**WHAT IS THIS TOOL?** **Selecting One Idea to Advance** is a tool designed to help you select the idea you want to advance while reflecting on the constraints of the project and context. This tool also asks you to reflect on why you feel this idea will meet the needs of the stakeholder.

**WHAT IS YOUR GOAL?** As a team you will identify one idea you are planning to continue to develop through prototyping. This activity helps you reflect on a single idea that is most likely to address the problem you are exploring while also considering the relevant constraints and needs of the stakeholder.

**EQUITY STRATEGY** Make sure that your design team is working to identify solution clusters that are most likely to improve outcomes for those stakeholders, communities and organizations who are under-represented, under-resourced and whose voices are not often heard.

**CO-DESIGN STRATEGY** If you are only engaging with community members as co-designers on a part-time basis, inviting them to contribute to this activity is especially helpful. Invite community members to join for this exercise to bring their knowledge of the community into the process.



60 minutes

## #12 ZOOM OUT TO GET THE BIG PICTURE

**WHAT IS THIS TOOL?** The **Zoom Out to Get the Big Picture** tool helps your team to summarise the idea you selected as well as the outcomes you hope your idea will create for your stakeholders.

**WHAT IS YOUR GOAL?** Your goal is to align your team around the purpose and desired outcomes of the idea you selected and connect the idea to the stakeholders you are serving.

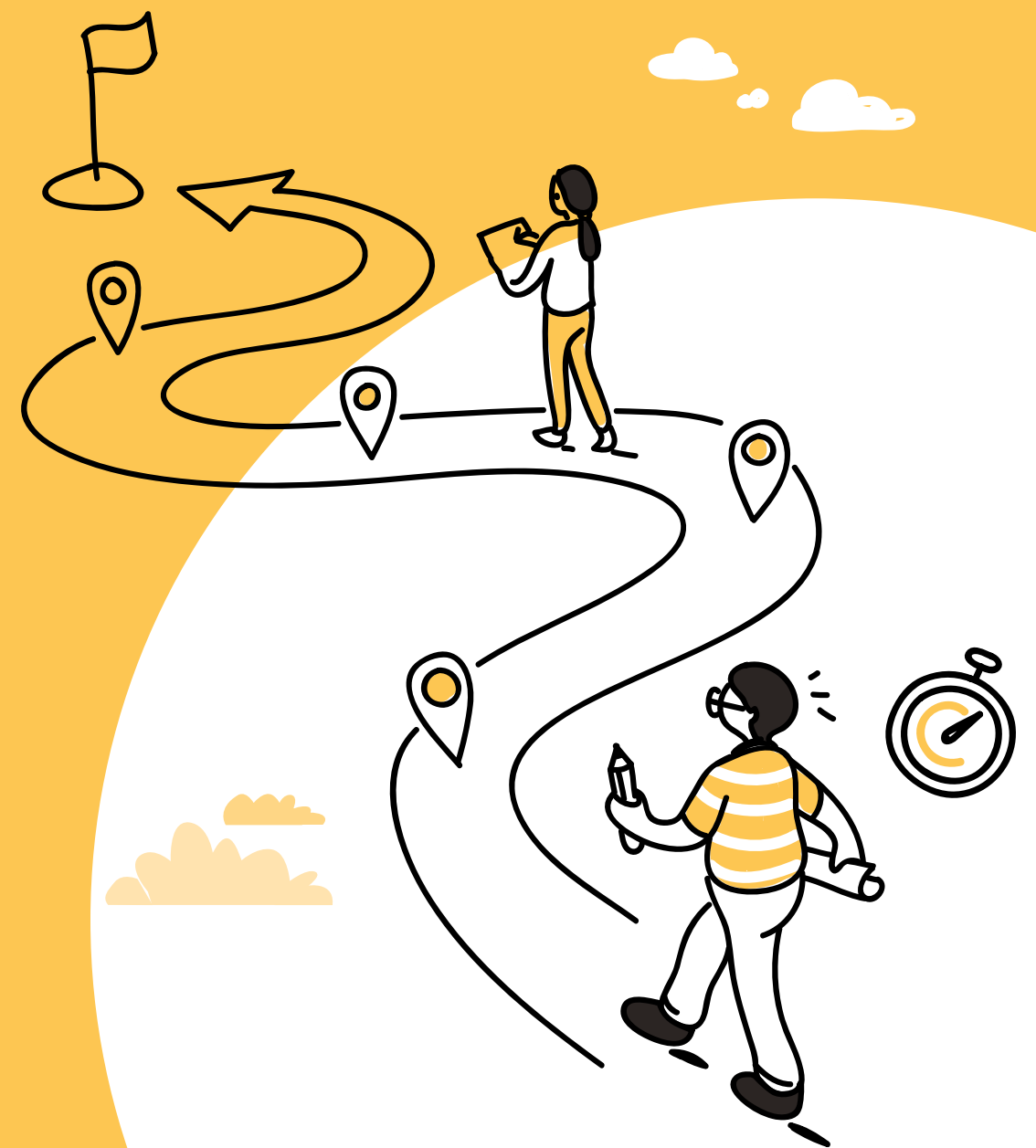
**EQUITY STRATEGY** Make sure that your design team is working to identify solution clusters that are most likely to improve outcomes for those stakeholders, communities and organizations who are under-represented, under-resourced and whose voices are not often heard.

**CO-DESIGN STRATEGY** If you are only engaging with community members as co-designers on a part-time basis, inviting them to contribute to this activity is especially helpful. Invite community members to join for this exercise to bring their knowledge of the community into the process.





# IDEATE: TOOLS AND METHODS





30 minutes



# PREPARING TO BRAINSTORM

**Instructions:** Now that you have explored and defined the problem, you are ready to brainstorm. Brainstorming is an active, collaborative process that will not be completed in this toolkit, but rather on the wall in your space or in a digital white boarding space, like Mural. Use the guidelines below to help your team generate potential solutions to the problem you identified. If you do not have adequate wall space, you can collect ideas in this toolkit.

## STEP 1

Choose 3 HMWs to use during your brainstorm.

## STEP 2

Brainstorm individually.

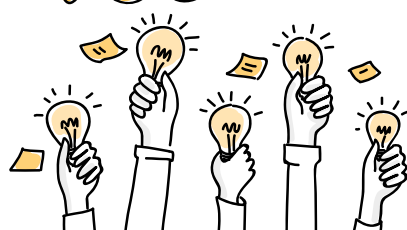
## STEP 3

Conduct a group brainstorm for each HMW question.

## STEP 4

Cluster ideas into themes.

# 100 ideas



Your team should aim to generate 100 ideas total from all your HMW questions. Use the creativity boosters on page 22 to energise your team.



Great brainstorms require both mental preparation and gathering materials and information from your previous design work.



Great brainstorms require creative energy and momentum. Consider ways to create and sustain that energy throughout.

## STEP 1

### PRE-BRAINSTORM

#### Set the Space

- As a team, choose the three best HMW questions you created from the previous phase.
- Rewrite them each on a separate piece of chart paper in large enough handwriting that everyone on your team can read them when they are posted on the wall.
- Stick the three pieces of chart paper on the wall in an area where everyone on your team can crowd around.
- Make sure every member of the team has a pad of square Post-It notes and a thick black marker (Sharpie).



### ONLINE STRATEGIES

#### Set the Space

- Choose an online collaboration tool that works for your team (Mural, Google Docs, etc.) as well as a video conferencing tool to connect with.
- Create three brainstorming spaces, one per HMW question. Copy and paste each HMW question into its own brainstorming space.
- Make sure every member of the team has access to the collaborative space and understands how to contribute.

## STEP 2

### SOLO BRAINSTORM

- Have each member of the team generate at least one idea per HMW individually before the Group Brainstorm.
- This gives all team members, especially those who are more introverted or less likely to talk during the group session, an opportunity to contribute ideas.
- At the beginning of the group brainstorm, have everyone share their idea for the HMW and then build off those ideas.



### ONLINE STRATEGIES

- Create a space for each team member to generate their ideas during the Solo Brainstorm.
- Have team members ready to share the ideas they generate during the Solo Brainstorm as part of the Group Brainstorm.



It is important to focus on creating a large volume of ideas, and avoid being overly critical of the quality of the team's ideas. Let the team generate ideas that are free from the normal constraints of money, time, resources, schedule, rules, etc.. By allowing this freedom of creative ideas, the team just might think of something that will have an incredibly positive impact on the outcomes of your stakeholders.



It is a common mistake that during the **Ideate Phase** teams begin to judge ideas too quickly, which leads to fewer ideas and frustration among the team. Avoid letting one team member have too much control over the development of the ideas. Everyone should have a chance to contribute without judgment. To avoid judgment, don't allow team members to comment on ideas or add more information like "We did that once" or "That would never work." Instead ask people to comment with "Yes, and."

### STEP 3

#### CONDUCT A GROUP BRAINSTORM

- Start with the first **HMW Question**.
- Have everyone share their idea from the **Solo Brainstorm**.
- Have everyone gather around that one sheet of chart paper - you will only brainstorm on one question at a time.
- Have a member of the team read the **HMW Question** out loud and make sure that everyone understands the question.
- Set the timer for **twenty minutes** per **HMW Question**.
- Everyone works together to generate as many ideas as possible starting with building on the ideas generated during the Solo Brainstorm. Follow the **Rules of Brainstorming** on page 27.
- For each idea that is generated, the team member who generated it should write it down (one per post-it) and then stick it on the chart paper while also saying it aloud. **Don't explain or debate** - just keep going.
- If you are running out of ideas, use the **creativity prompts** on page 22 for inspiration.
- After the timer goes off, **switch to another HMW Question** and repeat these steps.



#### MATERIALS NEEDED...

- **3 HMW Questions**, each written on the top of a separate piece of chart paper
- **Wall space** for 3 pieces of chart paper
- A timer
- 1 thick black marker (Sharpie) per person
- 1 pad of **square Post-its** per person
- 1 set of **circular stickers** per person
- Upbeat music playlist
- **Creative and collaborative brains!**



#### MATERIALS NEEDED ONLINE...

- Video conference link and calendar invite
- **Online collaboration tool** (MURAL, etc.)
- **3 HMW Questions** set up on an online collaboration space
- A timer
- Upbeat music playlist
- **Creative and collaborative brains!**



#### ONLINE STRATEGIES

- Ensure that everyone is logged into the video conference tool, has access to the right brainstorming space and is focused on brainstorming on the **same HMW Question**.
- Have a member of the team read the **HMW Question** out loud and make sure that everyone understands the question.
- Start the timer or stopwatch.
- **Everyone works together to generate as many ideas as possible**, starting with building on the ideas generated during the **Solo Brainstorm**. Follow the **Rules of Brainstorming** on page 27.
- For each idea that is generated, team members should ensure that the ideas are **being captured in the online collaboration tool**.
- If you are running out of ideas, use the **creativity prompts** on page 22 for inspiration.
- After the timer goes off, **switch to another HMW question** and repeat these steps.



## CREATIVITY BOOSTS

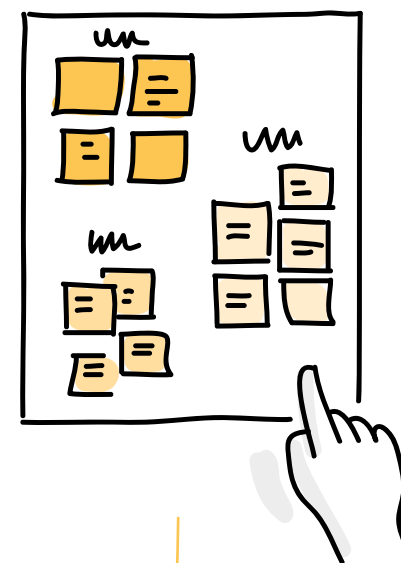
Use the **Creativity Boosts** below to help you generate new ideas when your brainstorm slows down and you aren't generating many ideas. The **Creativity Boosts** are designed to help your team think about your HMW question and your ideas with a new, creative perspective.

- How would a **sports coach** solve this problem?
- How would a **superhero** solve this problem?
- How would a **child** solve this problem?
- Draw inspiration from a **festival or celebration**.
- Draw inspiration from a **school**.
- How would you solve this problem if you had **unlimited resources**?
- How would you solve this problem **without any new resources**?
- How would you solve this problem **tomorrow**?
- How would you solve this problem if you could **try anything**?
- How would you solve this problem using **technology**?
- How would a **farmer** solve this problem?
- How would **your best friend** solve this problem?

- How would you solve this problem **without any technology**?
- Draw inspiration from something you would find at the **market**.
- Draw inspiration from **traveling on a trip**.
- Draw inspiration from your **favorite movie**.
- Draw inspiration from your **favorite book**.
- How would your **personal hero** solve this problem?
- How would your **family** solve this problem?
- How would a **doctor** solve this problem?
- How would a **chef** solve this problem?
- How would a **pilot** solve this problem?
- How would a **business person** solve this problem?
- How would **an elder** solve this problem?



## STEP 4



### POST BRAINSTORM

#### Sort & Select

- Once you have completed three rounds of brainstorming (one for each **HMW Question**), take a few minutes and sort the ideas you have generated into groups of related ideas that form a larger concept. The **HMW questions** don't matter any more - you can group one idea from question #1 with another idea from question #3.
- Look for patterns and similar ideas to group. Think about kinds of ideas: events, people, format (i.e. games, the internet, etc.). You are looking for thematic similarity not identical matches.
- Once you have grouped all of your ideas, create a name for each cluster.
- Now, use the **Sorting for Selection** tools to reflect on the solutions you generated to identify the solutions your team feels are most likely to improve outcomes for the stakeholders in the community. You will advance those ideas you identify as the ones with the highest potential to improve outcomes.



### ONLINE STRATEGIES

#### Sort & Select

- Complete the process of sorting and selecting using the online collaboration tools you have been using to brainstorm.
- During a video conference, use the **Sorting for Selection** tools to identify the solutions your team is going to advance to the **Prototyping Phase**.



30 minutes



# BRAINSTORMING EXAMPLE

## STEP 1

Choose 3 HMWs to use during your brainstorm.

HMW develop resources for non-educators to be effective teachers when students cannot be at school?

HMW provide tools for John to guide his niece and nephew to be more self-directed in their learning?

HMW reassure John that his instincts around teaching and learning are good?

## STEP 2

Brainstorm individually

Criteria to help caregivers know if your students are learning even when they are not doing traditional schoolwork

"Choose Your Own Adventure" learning modules

Caregivers get Teachers Basic Training

Training to help caregivers find the best resources online



"How to Learn About Anything" Guide

Rubrics for assessing academic and social emotional development

## STEP 3

Conduct a group brainstorm for each HMW question.

Repeat Step 3 for each of your HMW questions.

MAKE THE HMW QUESTIONS EASY TO READ FOR EVERYONE ON THE TEAM.

HMW develop resources for non-educators to be effective teachers when students cannot be at school?

Daily teaching tips that are shared on the radio

Teaching tips from other caregivers

Daily teaching tips via text message

Global online forum for parents to ask questions

Hire teachers to coach caregivers teaching students at home

Safely distanced home consultation about learning

Teacher expert locator app



Forum with "up voting" or crowdsourcing the best responses from the community

Ask Me Anything for teachers

Veteran teacher mentors that are paired with caregivers to coach the caregivers on teaching

Helping caregivers find learning opportunities in work or chores at home

Disaster stories to avoid

Training for caregivers on how to develop and assess resources for learning

Training to help caregivers find the best resources online

Assignments require peer to peer collaboration to be completed

Leveraging family expertise for different subjects-Family Expertise Assignments

Some sort of assignment outline that helps caregivers craft, communicate, and assess student work for Family Expertise Assignments

BE SURE THAT EVERY IDEA IS WRITTEN DOWN, SAID ALOUD AND STUCK TO THE WALL.

Small groups of parents and caregivers co-teaching across households (digitally)

Home school teachers share their best practices

Rubrics for assessing academic and social emotional development

Delivery service for school resources

Project kits that get delivered to homes

BRING IN RELEVANT IDEAS FROM THE DESIGN TEAM'S INDIVIDUAL BRAINSTORMS. THOSE IDEAS MIGHT INSPIRE NEW IDEAS WITH THE GROUP.

IF YOUR TEAM NEEDS MORE INSPIRATION FOR GENERATING IDEAS, USE THE CREATIVITY BOOSTS ON THE PAGE 22.







30 minutes

# BRAINSTORMING EXAMPLE

## STEP 4

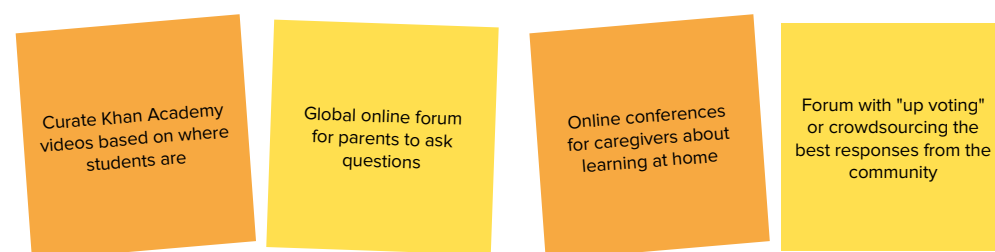
### Cluster ideas into themes.

Make as many clusters as you need to gather all your relevant ideas into themes.

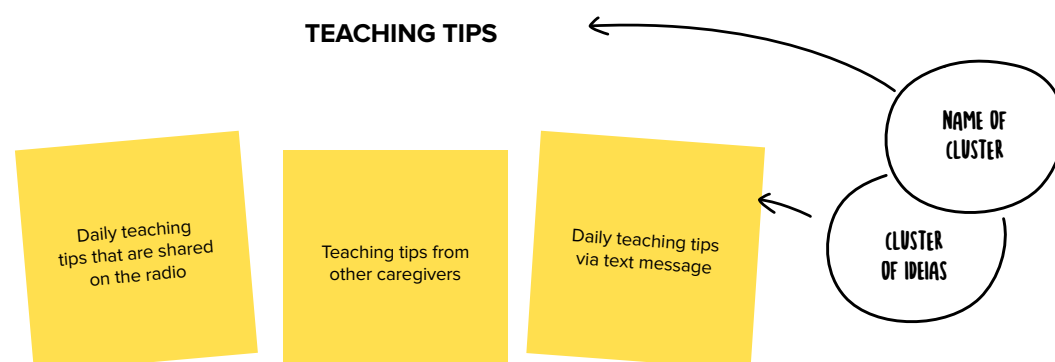
#### CAREGIVER RESOURCES



#### ONLINE RESOURCES



#### TEACHING TIPS



60-90 minutes



# BRAINSTORM!

**Instructions:** Now is the time to brainstorm! Be sure to keep the energy up and generate at least 100 ideas during this session! If you are running out of ideas, use the Creativity Boosts on page 22 to help! Once you have generated at least 100 ideas, Sort the ideas into clusters of similar ideas and name the clusters. See the previous pages for an example.

Start with Step 1 and complete all four steps of the brainstorming process before you move on to Sorting for Selection.



Keep it high energy - play music and have everyone stand if possible. Warm up the team with creative improvisation exercises - see the Team Activities section for ideas.



Practice having an open-minded, optimistic mindset - we can do anything!

START HERE

STEP 1

Choose 3 HMWs to use during your brainstorm.

100 ideas



Your team should aim to generate 100 ideas total from all your HMW Questions. Use the creativity boosters on page 22 to energise your team.

## RULES OF BRAINSTORMING...



- **Generate as many ideas as possible** - go for quantity over quality at this point in the process
- **Encourage out of the box, wild ideas** that have never been tried before
- Build on the ideas of others - say, "Yes, and!"
- **Don't be negative about other people's ideas** - or your own!
- **Let go of your expertise** - even if you have already tried something, maybe it would be worth trying again
- Stay focused and **work as a team**
- **Show and say your idea** so that your teammates can remember it and use it as inspiration.



30 minutes

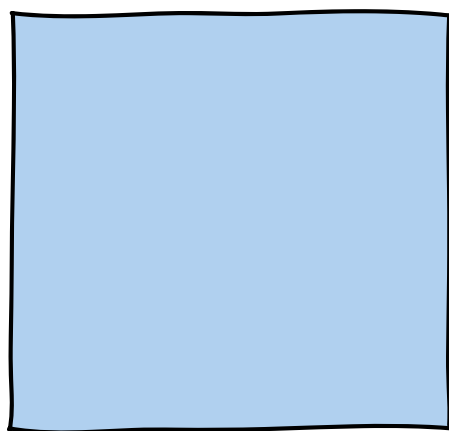
# SOLO BRAINSTORM

## STEP 2

**Instructions:** Before you begin brainstorming as a team, **try to generate a few ideas on your own using the HMW questions you wrote.** Don't forget the rules of brainstorming - **hold yourself accountable to those rules as you come up with ideas.** Once you have an idea, sketch it on a post-it note and stick it on the page below. **Sketching does not need to be a masterpiece, just a quick representation of your idea.** Then, give your idea a title and describe it in detail. When you start your brainstorm as a team, have each person share their first three ideas in order to spark new thinking for the group.

1 HMW...

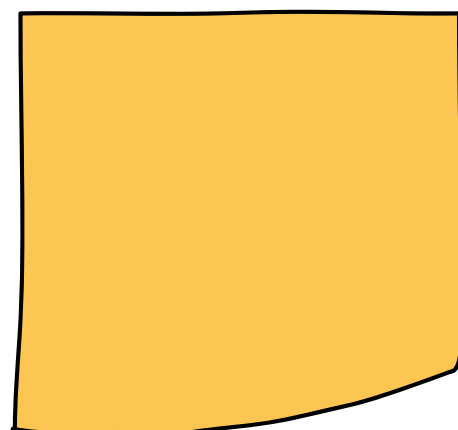
Sketch your idea on a post-it.



**Describe your idea in 1-2 sentences.**  
Include the who, what, when, where, why of your idea.

2 HMW...

Sketch your idea on a post-it.



**Describe your idea in 1-2 sentences.**  
Include the who, what, when, where, why of your idea.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 167.



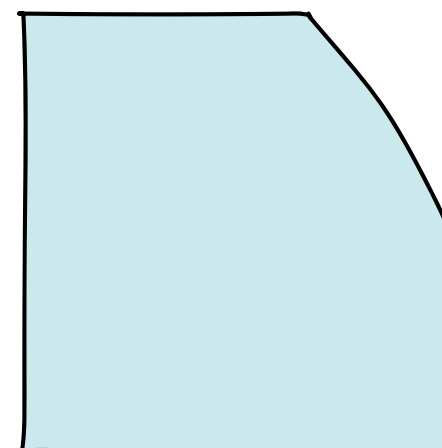
*Beginning a collaborative brainstorm with a solo brainstorm can help jump start the group brainstorm with several ideas to build upon.*



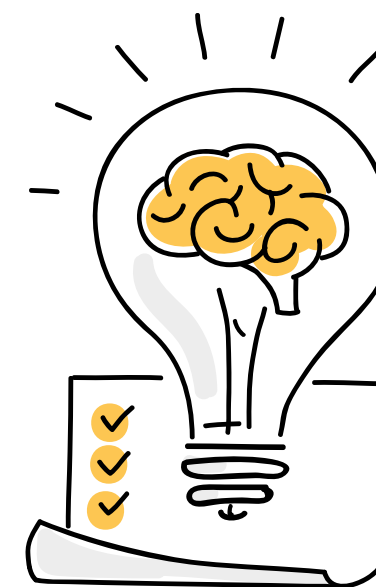
*A solo brainstorm creates space for those with less status or who are more introverted to create ideas to contribute.*

3 HMW...

Sketch your idea on a post-it.



**Describe your idea in 1-2 sentences.**  
Include the who, what, when, where, why of your idea.



## RULES OF BRAINSTORMING...

- **Generate as many ideas as possible**  
- go for quantity over quality at this point in the process
- **Encourage out of the box, wild ideas**  
that have never been tried before
- Build on the ideas of others - say, **"Yes, and!"**
- **Don't be negative about other people's ideas** - or your own!
- **Let go of your expertise** - even if you have already tried something, maybe it would be worth trying again
- Stay focused and **work as a team**
- **Show and say your idea** so that your teammates can remember it and use it as inspiration



60-90 minutes



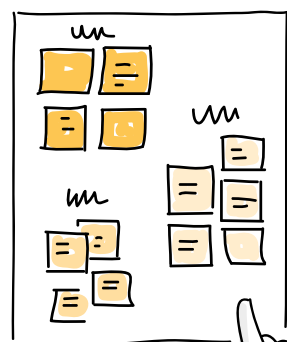
## BRAINSTORM! CONTINUED...

**Instructions:** Now you will continue your brainstorming through Step 3 and Step 4. Remember to reference back to the Brainstorming Tips and the example to help your design team better understand how to set up a group brainstorm and how to cluster your ideas into themes once you are done.

### STEP 3

#### CONDUCT A GROUP BRAINSTORM FOR EACH HMW QUESTION.

Remember to follow the rules of brainstorming to help your team stay motivated and creative during multiple HMW questions. If you need some creative inspiration, use the Creativity Boosts to prompt your team towards new and unexpected ideas



### STEP 4

#### CLUSTER IDEAS INTO THEMES.

Now that your team has all your ideas from the brainstorm, it's time to look for patterns in the ideas across all of your HMW questions. When you make a cluster give it a name.



If your team is struggling to come up with new ideas, try using a creativity prompt to spark a new direction for ideation.



Even if your team's flow of ideas has slowed for one HMW question, don't abandon the idea too quickly.

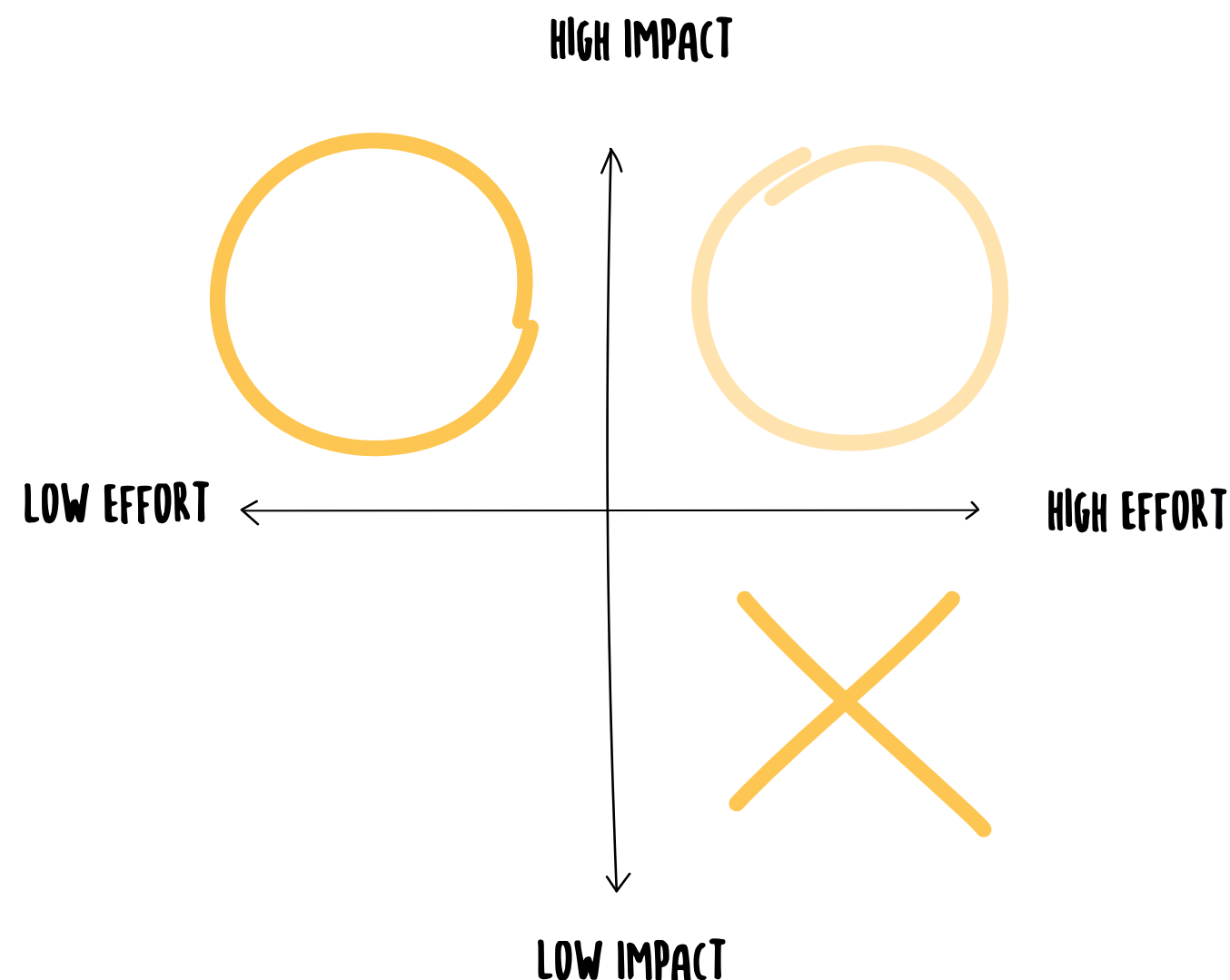


30-60 minutes



## SORTING FOR IMPACT AND EFFORT

**Instructions:** Use the graph below to assess the different clusters of solutions that your team generated. **Impact** refers to how likely the solutions are to make a positive difference in the stakeholders' lives. **Effort** refers to how much time and resources will be required to implement and maintain these solutions.



The most effective solutions are ones that will have high **impact** with low **effort**. High impact, high effort solutions might also be advanced, **if the effort is worth the potential impact**. Low impact, low effort solutions might be advanced if the **potential impact is still worth the low investment that is required**. High effort, low impact solutions should be avoided because they are not worth the investment.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 172.



Use the tool to reflect on what you believe about the potential success of a solution cluster based on effort and impact.



There is no right answer for this exercise - use your best judgment to prompt a productive discussion.

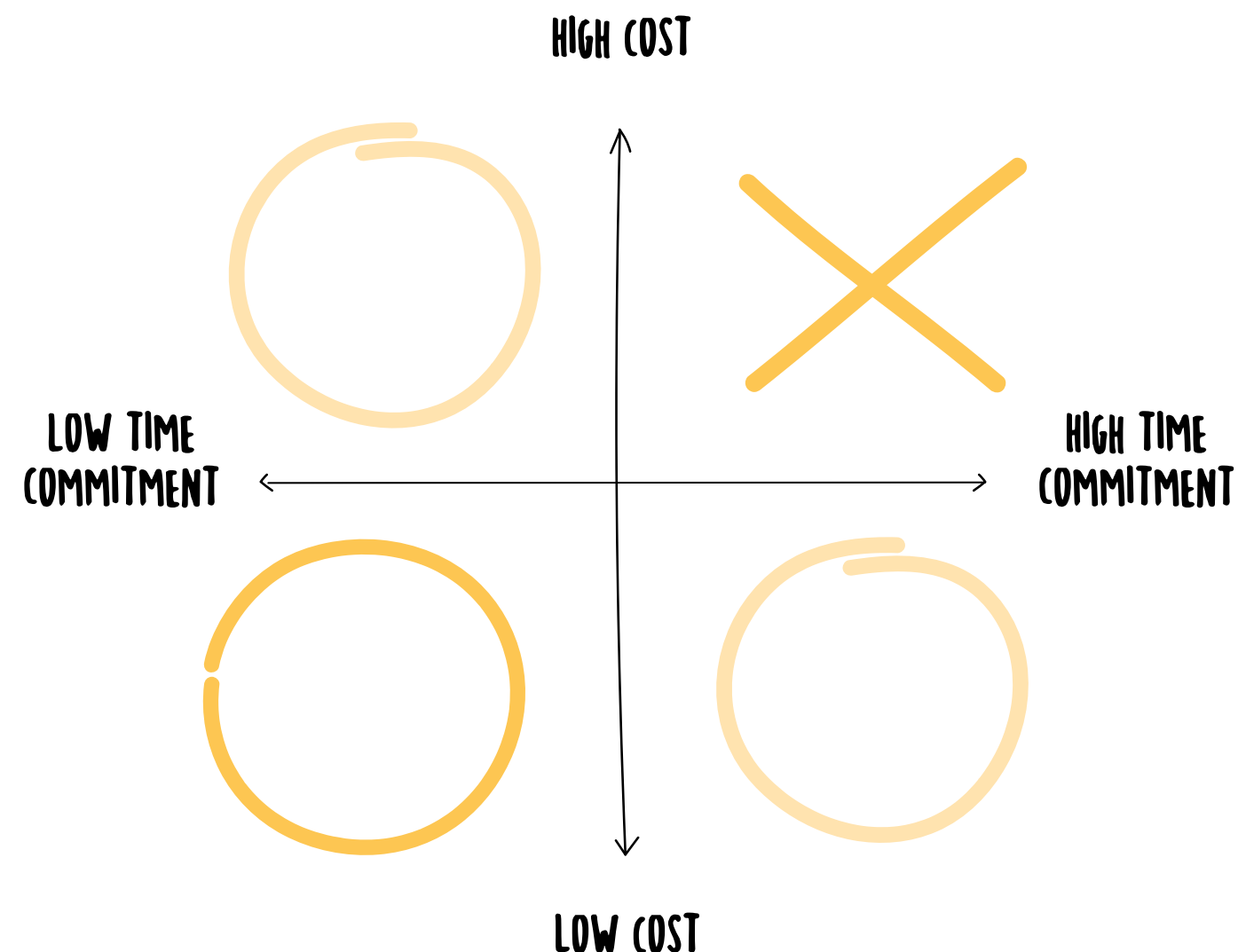


30-60 minutes



## SORTING FOR COST AND COMMITMENT

**Instructions:** Use the graph below to assess again the same clusters of solutions that your team generated. **Cost** is referring to how much money is required to implement the solution. **Time** is referring to how much time it will take your staff to implement the solution.



The most effective solutions are ones that do not require lots of **money** or **time** to implement and **deliver high impact**, though solutions that meet this criteria are rare. Low cost, high time commitment solutions might also be advanced, if the effort is worth the potential impact. Depending on the resources you have to put towards this project, solutions that require lots of time and/or lots of money to implement may still be viable if the **potential impact is great enough**. In most cases, high cost, high time commitment solutions should be avoided, if possible.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 173.



Use the tool to reflect on what you believe about the potential success of a solution cluster based on time commitment and cost.



There is no right answer for this exercise - use your best judgment to prompt a productive discussion.

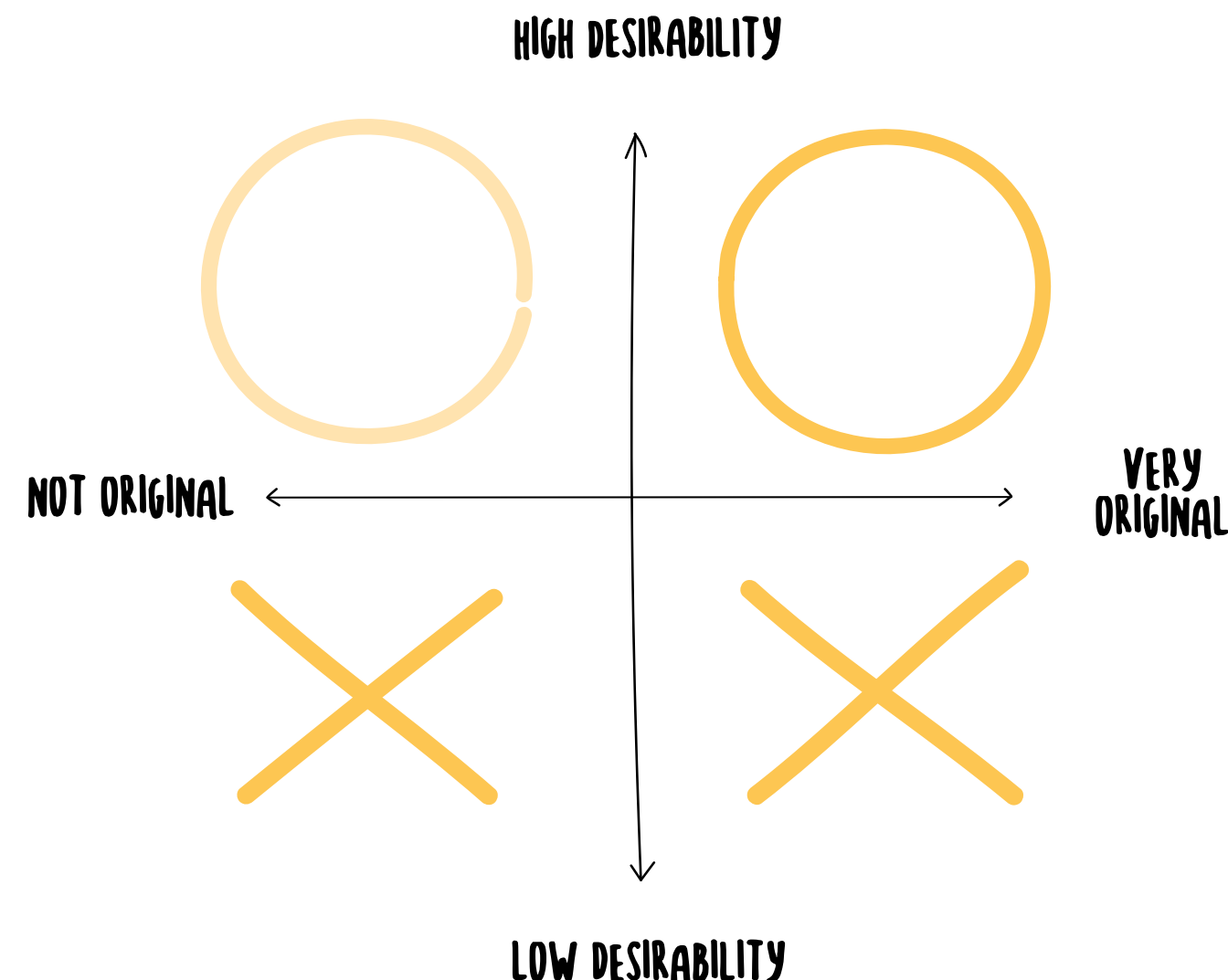


30-60 minutes



## SORTING FOR DESIRABILITY AND ORIGINALITY

**Instructions:** Use the graph below to assess the same clusters of solutions that your team generated again. **Desirability** is referring to how likely the solutions are to fulfill the needs and desires of the stakeholders. **Originality** is referring to how unique the solutions are - has this solution been tried before? Is it new and novel?



The most innovative solutions are ones that are highly **desirable** and very **original**. Highly desirable solutions that are not original might also be advanced because the idea, while not new, **might meet the needs of the stakeholders in your specific context**. Ideas that have low desirability, should be avoided.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 174.



Use the tool to reflect on what you believe about the potential success of a solution cluster based on originality and desirability.



There is no right answer for this exercise - use your best judgment to prompt a productive discussion.

# IDENTIFYING HIGH POTENTIAL IDEAS

**Instructions:** Review the last three tools that you just completed. Identify the solution clusters that fell into the strongest quadrants (look for the circles). The more times a solution cluster lands in the strongest quadrant, the higher potential it has for success. First, look for the solution clusters that landed in strong quadrants on all three tools. Put them in the far left column. Repeat the process for solution clusters that landed in two of the strongest quadrants and one of the strongest quadrants.

1

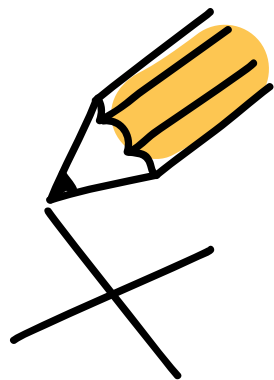
Solution Clusters that landed in more than two of the strongest quadrants

2

Solution Clusters that landed in at least two of the strongest quadrants

3

Solution Clusters that landed in only one of the strongest quadrants



Now, review the POV for your stakeholders and use them to reflect on the highest potential solutions clusters. Based on that review, are there some solution clusters that should be eliminated (even if they are high potential) because they are not relevant to the POVs your team created? Draw an X through them.

For more guidance for this tool as well as an example, refer to the Resource Book on page 175.



Use the decisions you made in the previous exercises to illuminate the solution clusters with the most promise.



Be sure to take the time to reconnect with your POV and the stakeholder you met in order to ensure that the solution clusters you select are relevant to the problem or need you identified.

# IDEA SELECTION

**Instructions:** Once you have identified the most relevant high potential solutions clusters that your team generated during the brainstorm, each individual person gets a chance to choose three specific ideas (from within the solution clusters) to advance using the criteria below. Take a few minutes to identify the three ideas you individually want to select and describe them here. Reflect on the questions below to help explain why you want to advance these ideas.

MOST LIKELY TO DELIGHT THE STAKEHOLDER

IDEA POST-IT

Describe your idea in 1-2 sentences. Who, what, where, when, why.

Why do you think this idea will meet the needs or desires of the stakeholder?

MOST LIKELY TO IMPROVE OUTCOMES FOR THE STAKEHOLDER

IDEA POST-IT

Describe your idea in 1-2 sentences. Who, what, where, when, why.

Why do you think this idea will meet the needs or desires of the stakeholder?

MOST LIKELY TO MEET THE NEEDS OF THE MOST MARGINALIZED

IDEA POST-IT

Describe your idea in 1-2 sentences. Who, what, where, when, why.

Why do you think this idea will meet the needs or desires of the stakeholder?

For more guidance for this tool as well as an example, refer to the Resource Book on page 176.



Now is the time to begin to move from clusters of solutions to specific ideas your team wants to advance.



Use the criteria on this tool to help your team continue to narrow to the idea you want to advance.



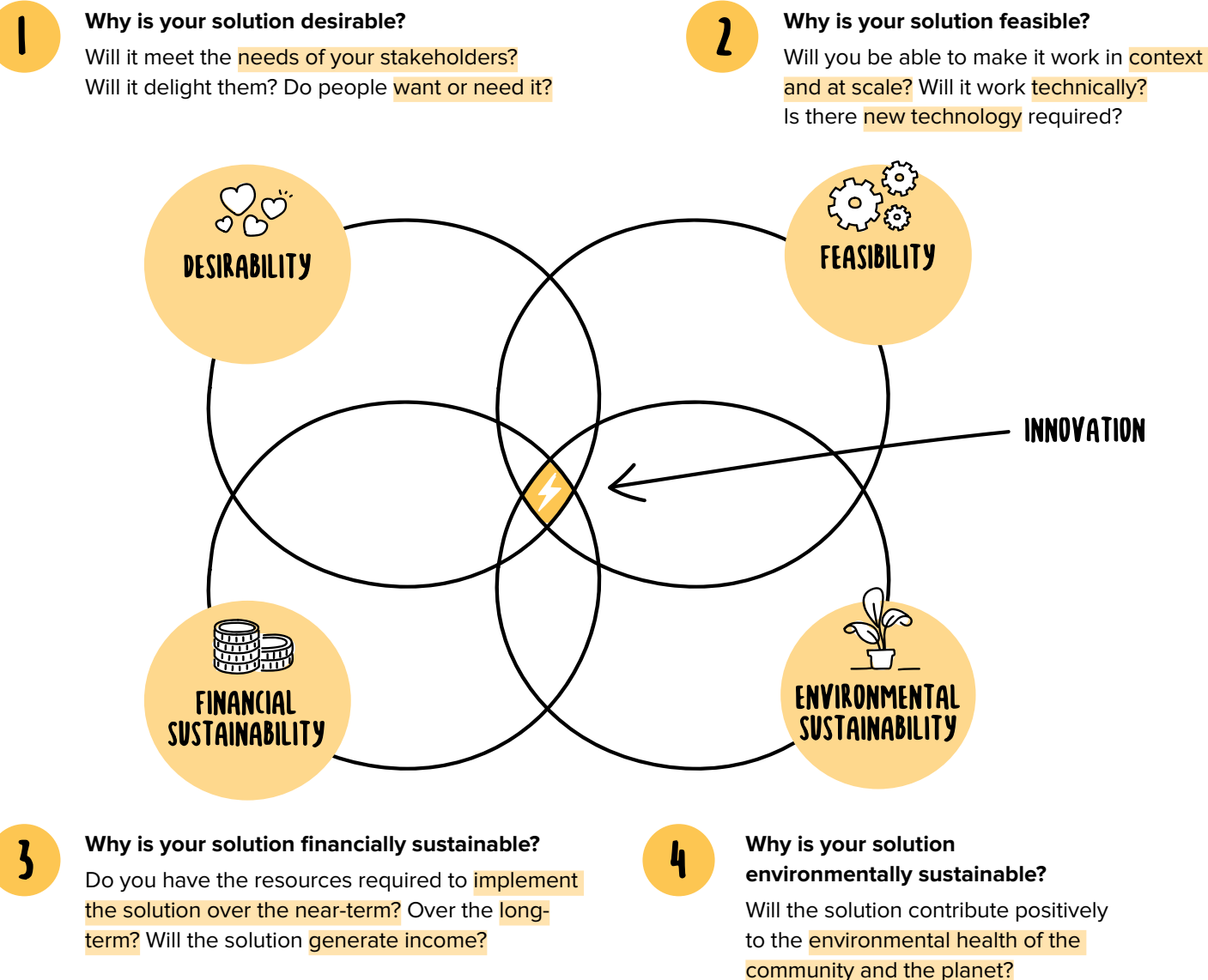


# SELECTING INNOVATIVE IDEAS

**Instructions:** Review all of the ideas that your teammates selected on the **Idea Selection** tool. There should be three per person. It is okay if different people selected the same idea or selected different ideas from the same solution cluster. Now, as a team, discuss where each of these ideas fits into the diagram below. The more

overlapping circles in the diagram, the more innovative the idea is. You will look for the ideas that fall in the overlapping circles to determine which idea to advance to the next phase of the design process. At this stage in the design process, focus on the ideas that are most desirable (1) to your stakeholders first, followed by

those that are technically feasible (2). As you prototype and test your idea, you will have the opportunity to think through financially sustainable (3) and environmentally sustainable (4) models and move your ideas closer to the centre of the diagram.



For more guidance for this tool as well as an example, refer to the **Resource Book** on page 177.



Use this tool to identify the most innovative ideas. You may not end up with an idea in the centre, so look for the idea that falls in an area with the most overlapping circles.



If your team is struggling to identify the most innovative ideas, review the definitions of each of the circles in the venn diagram and use the tool to help your team select an idea to advance.

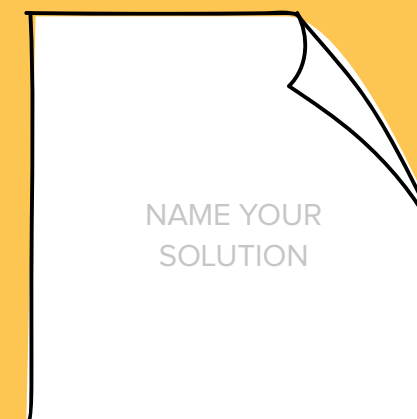


# SELECTING ONE IDEA TO ADVANCE

**Instructions:** Your design team needs to select one idea to move forward in this **stage of your design work**. You may end up pursuing the other two ideas but for now you should focus your efforts on advancing the one idea with the most promise. Using only the most innovative ideas from the **Selecting Innovative Ideas** tool, have a conversation as a group about which idea has the most potential to make a difference for your stakeholders. Use the questions and considerations below to guide your conversation.

## SELECTION CONSIDERATIONS

- Discuss as a team if there are requirements that a successful solution needs to meet. What is within and outside the scope of this project?
- Are there any particular constraints for this project?
- What are the negative experiences or unmet needs of the people you are trying to serve? Consider your POV statement again with this question.
- How will the experiences of those you are serving be improved if you solve this problem?
- Are there statistics or quantitative data that would be helpful to understand the current context when selecting an idea?
- What potential unintended harm to people or the planet could this project cause without a careful, thoughtful, participatory approach? How might your design team work to avoid these potential harms?
- What cultural norms or values does your team need to be aware of in selecting an idea?



Describe your idea in 1-2 sentences.  
Who, what, where, when, why.

How do you think this idea will solve the need you identified in your POV?

Why did your team select this idea?

Are there similar solutions that have already been implemented in your community or elsewhere? How is your idea different or how does it solve the problem for the stakeholders in a new way? What inspiration can you draw from the other solutions?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 178.



Now is the moment to select one single idea to advance. Use the questions on this tool to help your team reflect on why you selected this idea.



It may feel difficult to narrow to only one idea. Remember that you can always return to the ideas you generated later in the design process.



60 minutes



## ZOOM OUT TO GET THE BIG PICTURE

**Instructions:** Use this tool to reflect on the single idea your team wants to advance into the prototyping stage right now. You may end up pursuing the other two ideas but for now you should focus your efforts on advancing the one idea with the most promise. Think about how your idea relates to your POV statement and why you believe this idea will solve the problem your stakeholder experiences. Use this tool to zoom out to make sure your team is clear on the big picture of the idea you want to advance. Your team will design the details during the next phase of the design process.

GIVE YOUR IDEA A NAME:

SKETCH YOUR IDEA:

**WHAT?**

What is your idea, solution or intervention?

**WHO?**

Who is the presumed beneficiary of this solution?

**HOW?**

How do you imagine this idea might be implemented?  
Who will implement it?

**WHY?**

Why do you think this solution is going to improve outcomes for your stakeholders?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 179.



Take this opportunity to take a step back from the idea your team selected and describe the idea with a little more detail.



Think of this exercise as a generative activity - this is not about getting the answers right but rather about imagining what is possible.

# IDEATE: DIGITAL TEMPLATES



# IDEATE: DIGITAL TEMPLATES



All of the **tools and resources** have **digital versions** that will allow your design team to capture your work, share it with others and collaborate while working remotely. Scan the **QR codes** below to access these resources.

#1

## IDEATE PHASE SLIDE DECK & ICONS TEMPLATE

Use this slide deck template to create presentations throughout your design project.



Scan this QR Code or [click here](#) to access a slide deck template for the Project Ideate Phase.

#3

## DESIGN WORK JOURNAL

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as reflect on and improve the quality of your design work. Your design team will use the same Design Work Journal throughout your project.



Scan this QR Code or [click here](#) to access a PDF of the Design Work Journal.

#2

## IDEATE PHASE MURAL TEMPLATE

Use this Mural template to complete your team's **Ideate Phase**.

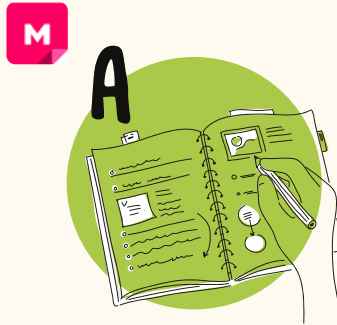


Scan this QR Code or [click here](#) to access a template in Mural, an online collaborative platform.

#4

## DESIGN WORK JOURNAL MURAL TEMPLATE

Use this Mural template of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as reflect on and improve the quality of your design work. Your design team will use the same **Design Work Journal** throughout your project.



Scan this QR Code or [click here](#) to access a template in Mural, an online collaborative platform.

# IDEATE: CHECKLIST

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Congratulations on completing the **Ideate Phase** of your design challenge. At the end of this step, your design team should feel aligned around ideas that you want to advance to the prototyping phase.

At the end of every phase of the design process, use the checklist provided to make sure you are making progress and are ready to move forward.

## BY NOW, YOU SHOULD HAVE COMPLETED THE FOLLOWING:

- ☐ Complete the tools of the **Ideate Phase** that were listed in your design pathway; depending on your design pathway, you may skip this phase.
- ☐ **Document your work** in your **Design Work Journal** through pictures and reflections on what you learned
- ☐ Complete the **Team Alignment** exercises in your Design Work Journal
- ☐ Complete the **Equity Reflection** exercise in your Design Work Journal
- ☐ Complete the **Process Reflection** exercise in your Design Work Journal
- ☐ Use the **Process Critique** tools in your **Design Work Journal** to reflect on the quality of your design work



AGA KHAN FOUNDATION

# 05 IDEATE

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Developed by:

*Accelerate* **Impact**