

# innovation bootcamp for nonprofits



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This playbook was designed to accompany the Innovation Bootcamp  
as part of the Better Nonprofit Management Series at TSNE

how  
might  
we

think big

empathize

clarify

# How might we ..... change the world

"How Might We" (HMW)  
questions are short questions that  
launch brainstorming

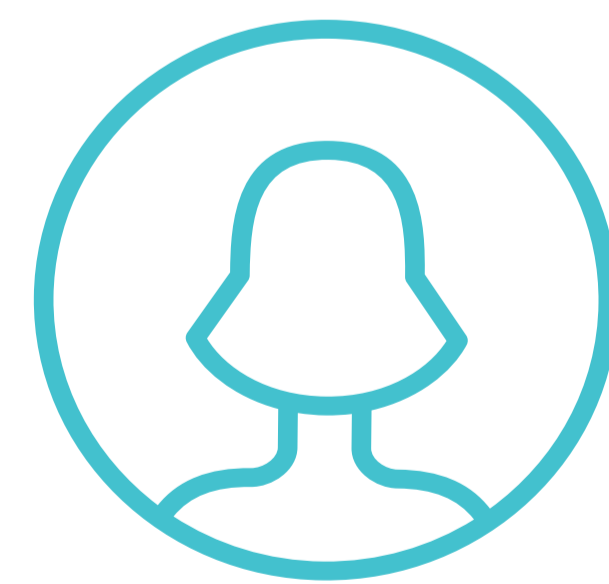
(d.School)



Point of View (POV)  
Look at the HMW  
question from your  
POV or that of  
your user!



A good HMW question is a seed that is  
broad enough that there are a wide  
range of solutions but narrow enough  
that the team has some helpful  
boundaries.



Example from the d.School  
Challenge: Redesign the ground  
experience

at the local international airport.  
POV: Mother of three, rushing through the  
airport only to wait hours at the gate, needs to  
entertain her playful children because  
"annoying little brats" only irritate already  
frustrated fellow passengers.

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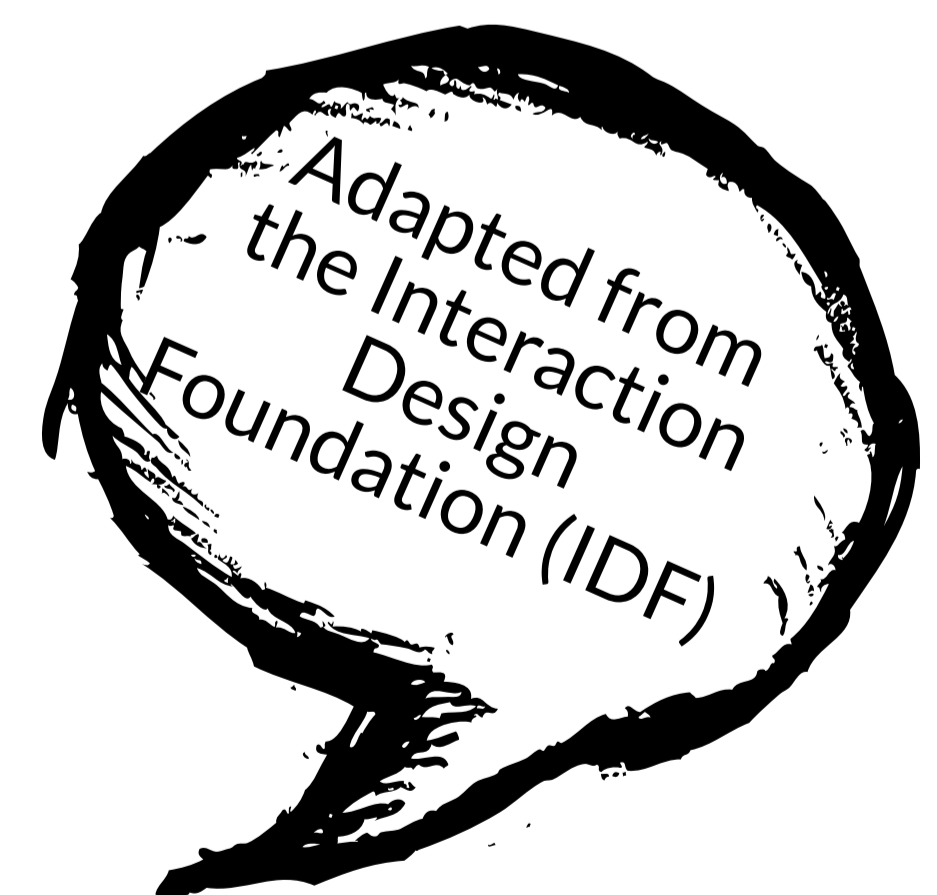
# Empathize



Empathize using POV Who is the **user**?

What are their **needs**? What are some **insights**?

**\*look at the examples\***



\_\_\_\_\_ needs to \_\_\_\_\_ because \_\_\_\_\_!

USER

USER'S  
NEED

INSIGHT

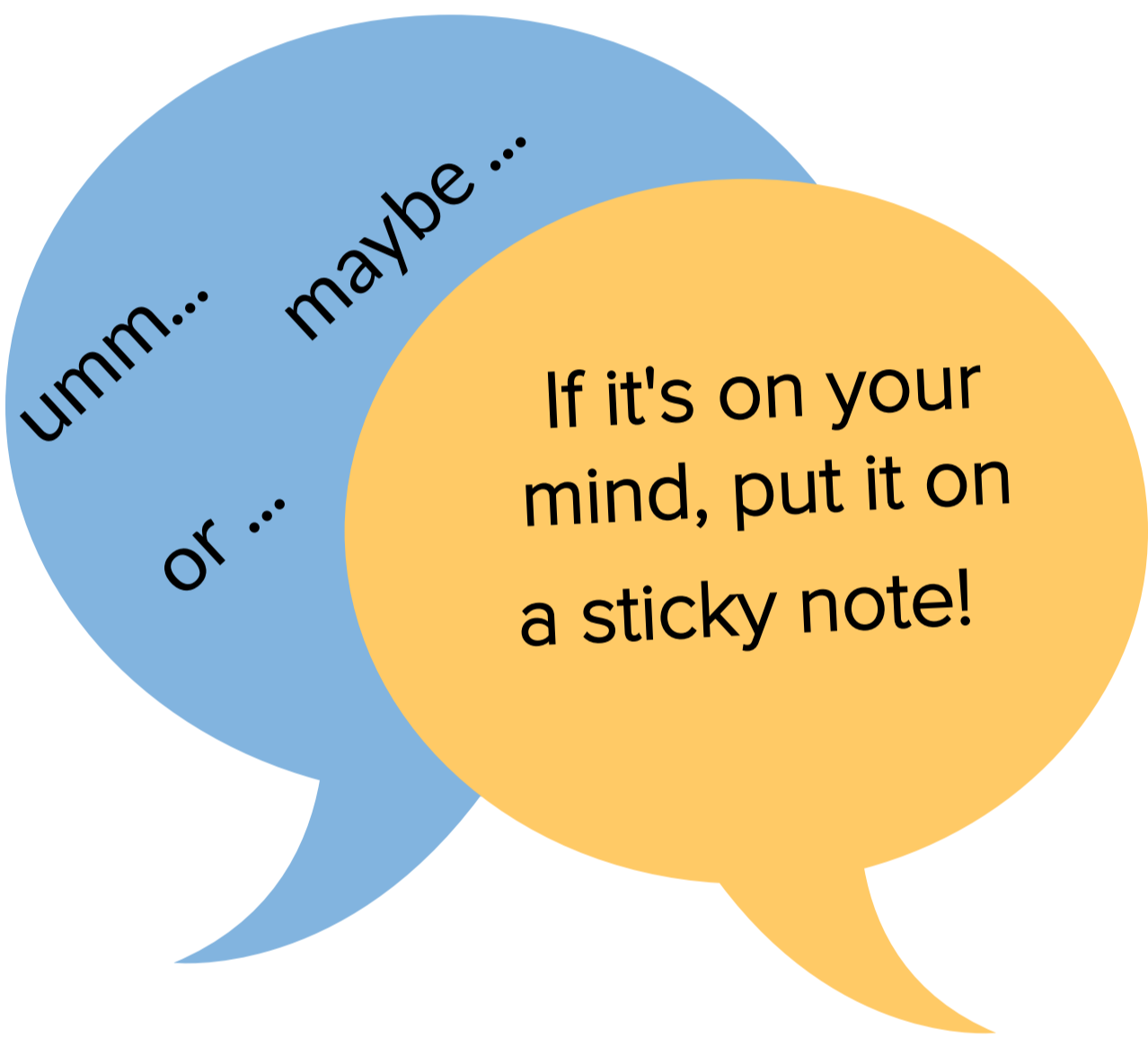
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# Think Big



## Some Ground Rules

1. Focus on Quantity
2. Defer Judgment
3. Seek Unusual Solutions
5. Build on Solutions
6. Have Fun

## Questions to help you...

1. What is the wildest possible solution?
2. What's a stupid-unrealistic solution to this problem?
3. Look at the solutions your peers placed. What would you add to them?
5. Write words that come to mind when you look at the problem. What solutions come to mind with these words?



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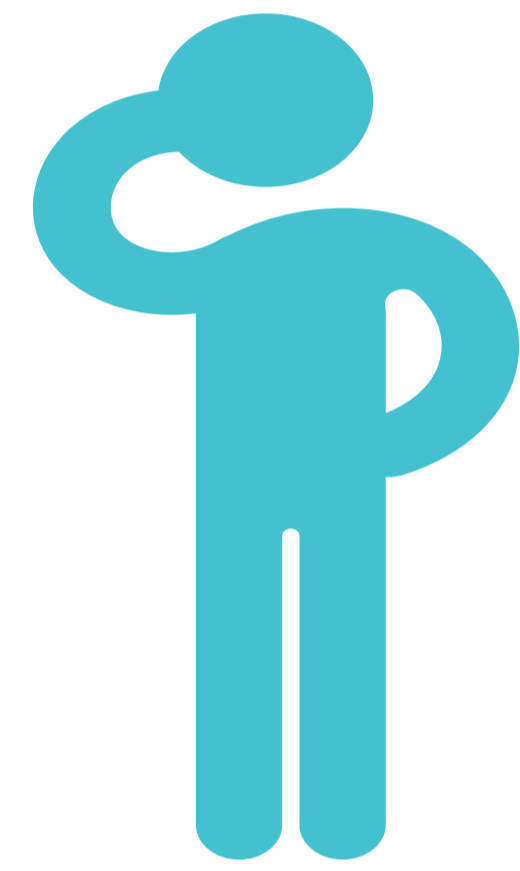
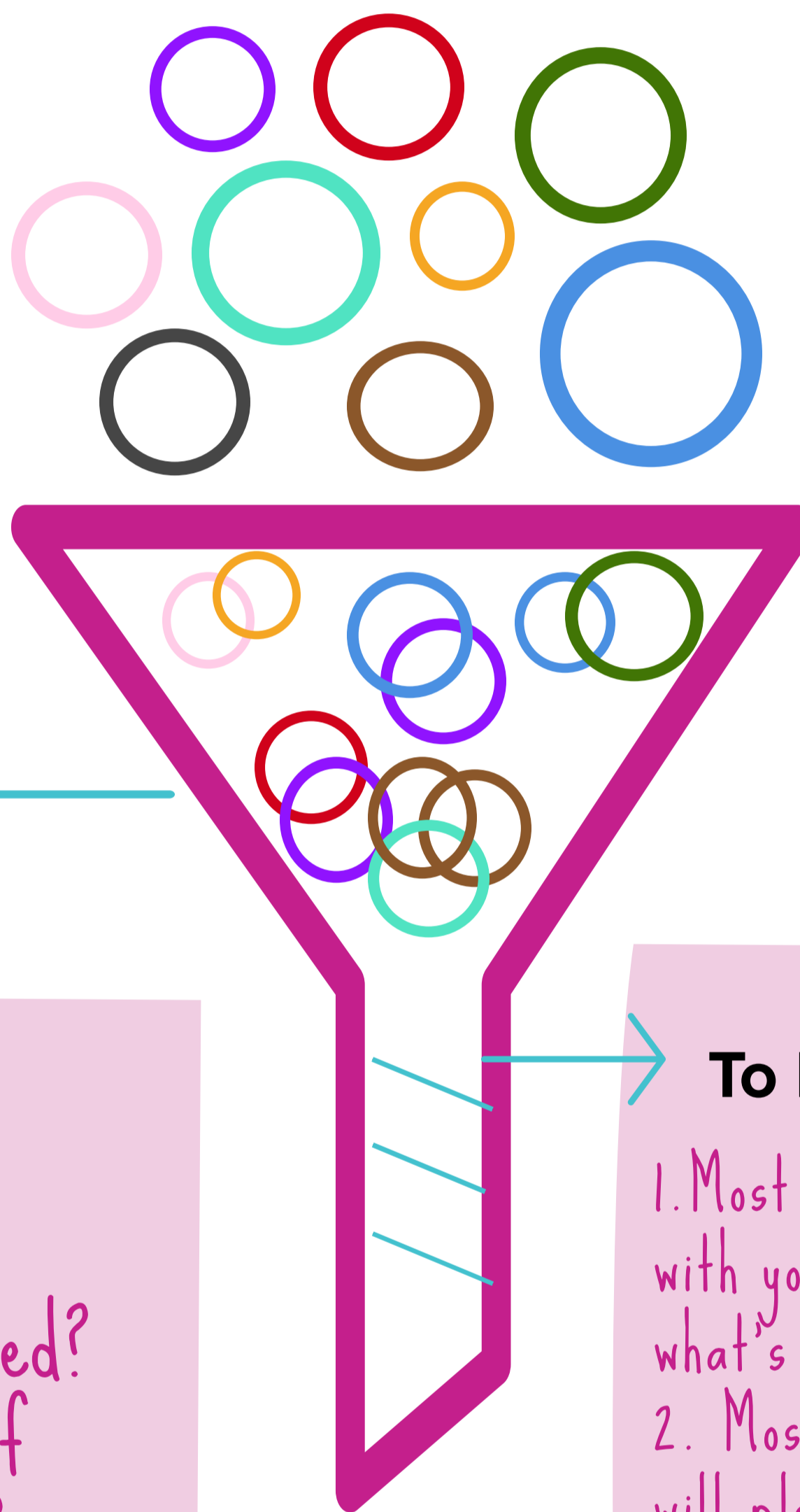
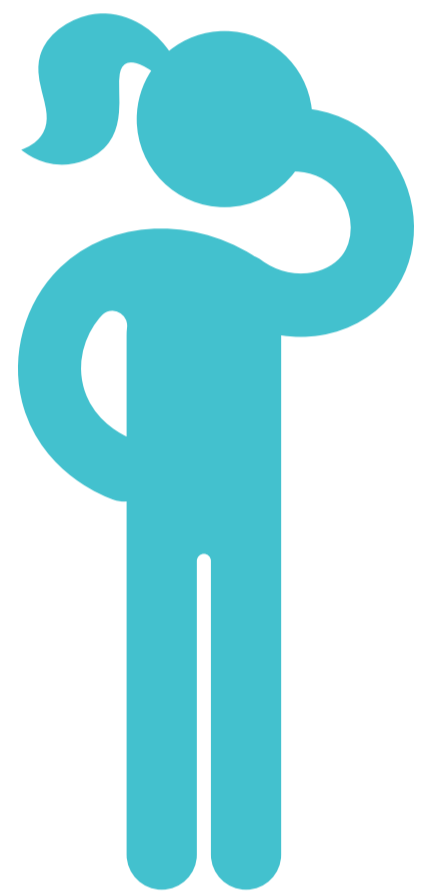
think big

empathize

rethink

# Rethink

while wearing the "hat" of your user - generate and evaluate possible solutions



## Themes & Connections

1. Are there any ideas that can be grouped? merged?
2. Are there components of an idea you want to keep?
3. What ideas are outliers?

**CRITICAL Step -**  
Connections are the root of innovation!

## To help select - is your idea:

1. Most Rational - Possible and feasible with your collective understanding of what's feasible.
2. Most Delightful - Exciting, new, and will please a large audience.
3. Most Darling - Emotionally attached.
4. Moon Shot - Great idea, but seems outlandish given technology, resources, what's humanly possible, etc.

Ultimately the ideas you decide to move forward are up to you.

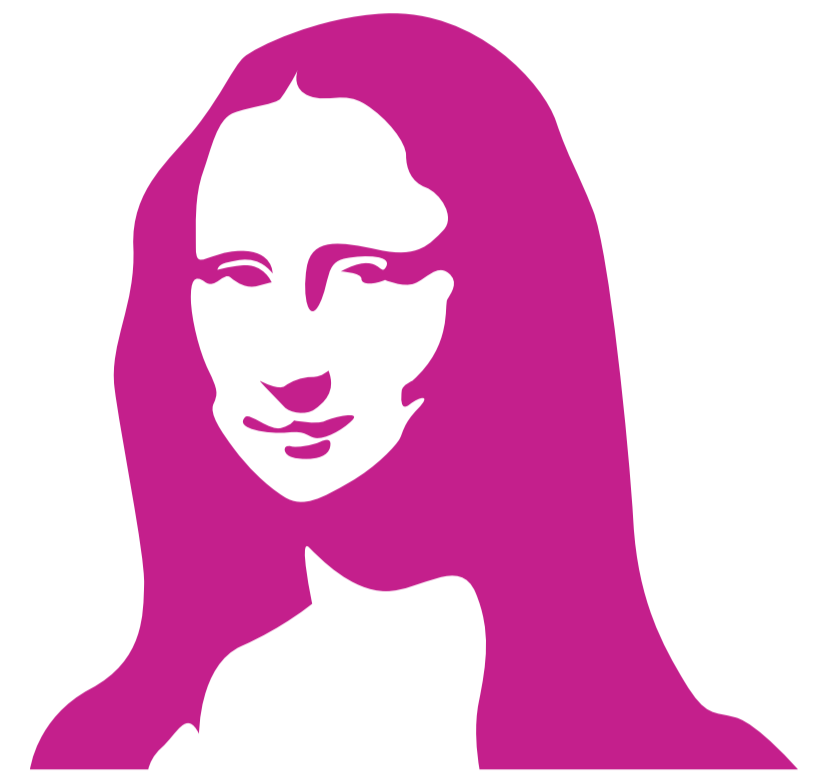


You should use the categories above and your own metrics to inform your decisions.

a clearer picture

box it

test



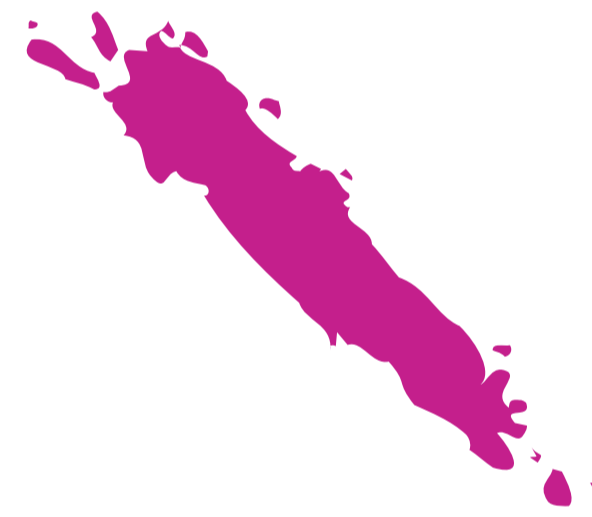
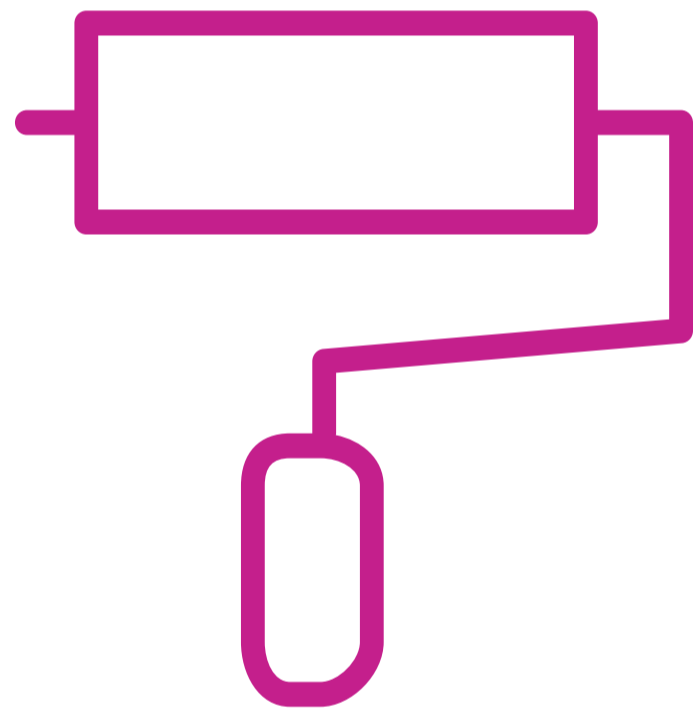
# Paint

a clearer picture

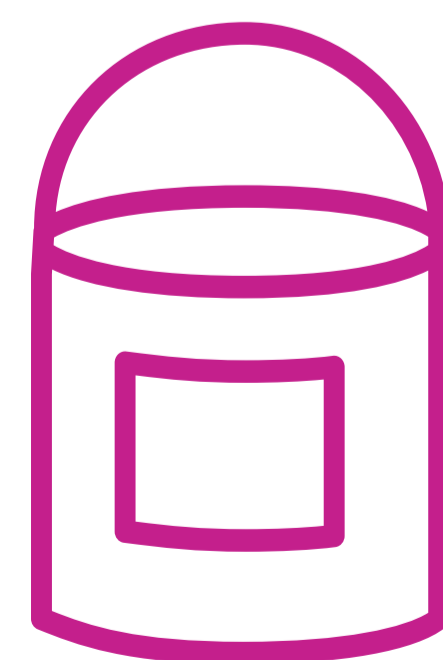
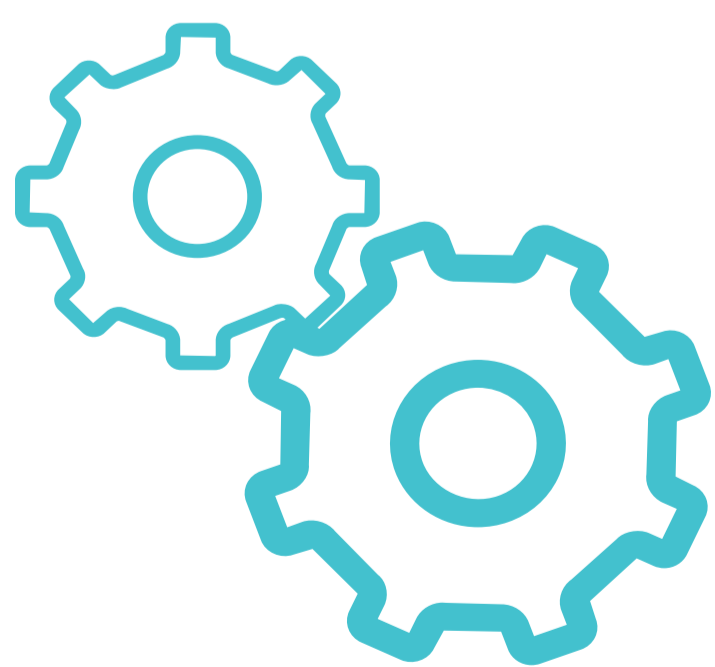
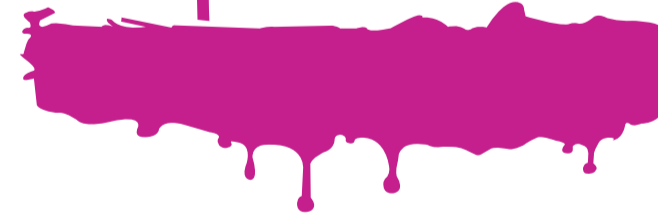
WHAT ARE ALL THE FACTORS - PEOPLE, PLACES, TIMING, PARALLEL EFFORTS-THAT ARE NEEDED TO MAKE YOUR SOLUTION COME TO LIFE?



QUICKLY SKETCH YOUR IDEA!!!



Always center your muse - your personas!



How will this solution actually work? Create it! Draw it out! Do an interpretive dance about it!

What elements are absolutely necessary for your solution?



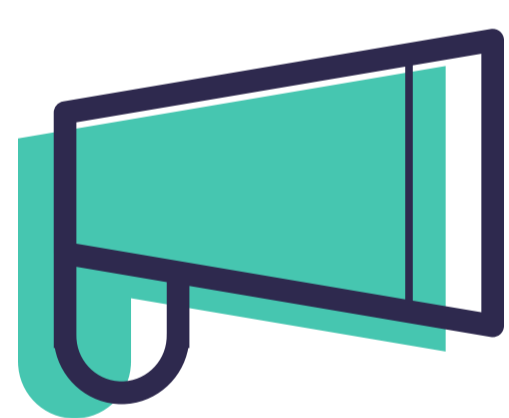
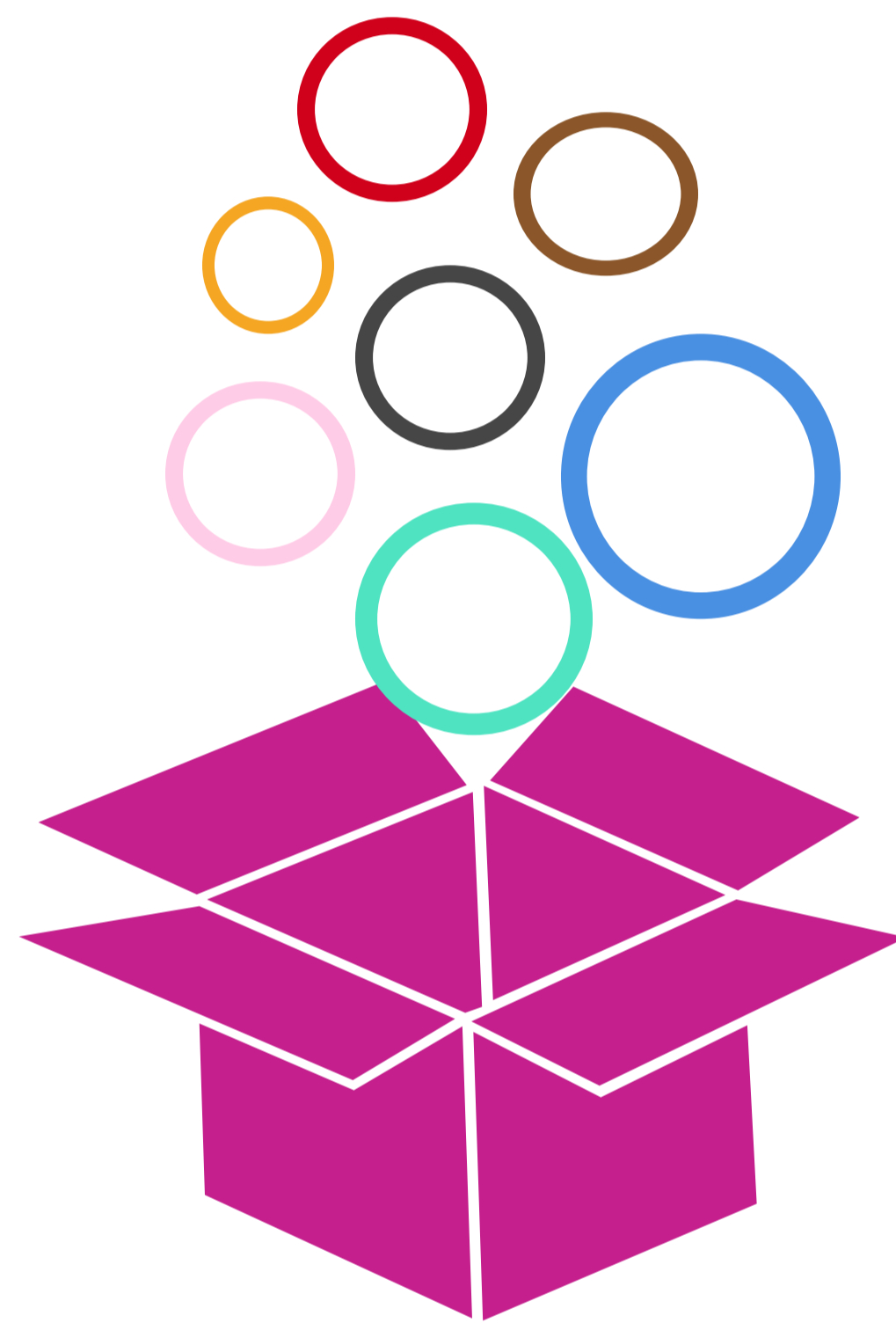
a clearer picture

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# Box It!

What if your solution could be packaged in a box?



what would it  
**SAY**



Where  
can it be  
**FOUND**

**ONLINE**

**IS THERE A  
DIGITAL  
COMPONENT**



what are your listed  
**BENEFITS**

what would be the

**WARNINGS**

developed by lilo altali

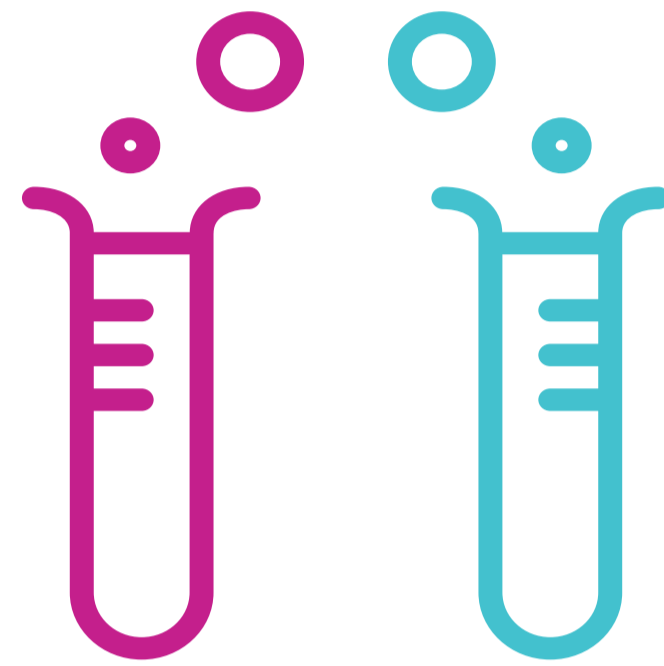


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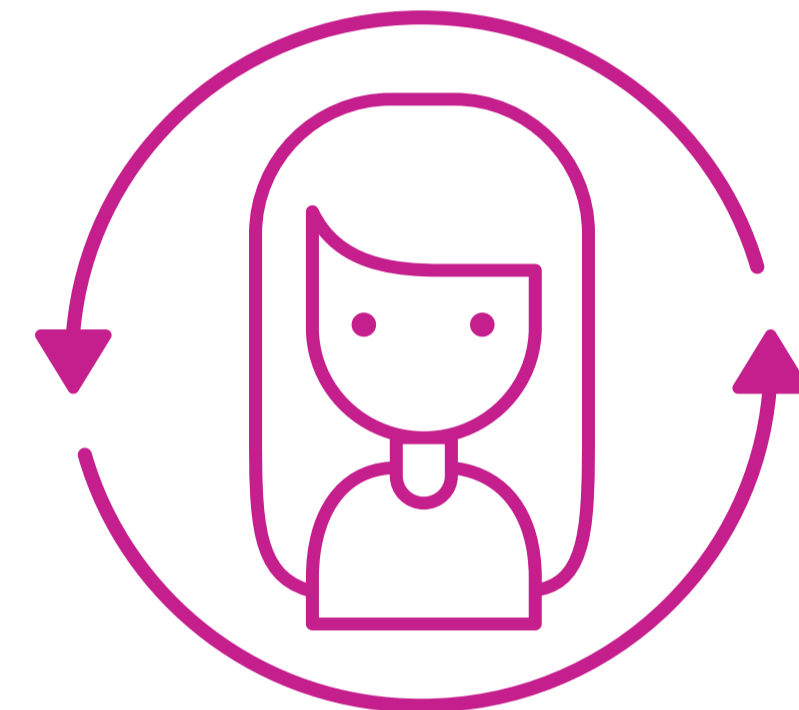
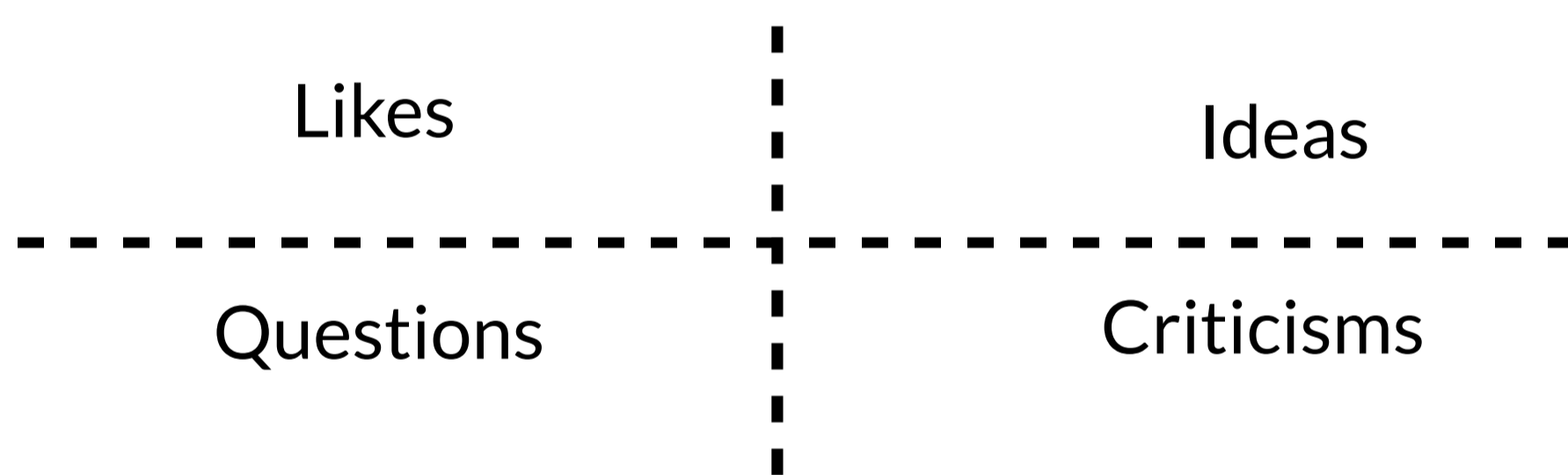
test

# Test



Feedback Grid

Adapted from the IDF



Ask a user ...

1. How would you want this solution to work for you?
2. Does your current solution do what the user wants it to do?
3. How would the user fix it?



Observe your "human" interacting with your product/service.



**Pluses** - What's good about this solution?  
**Issues** - No idea is perfect. What can be improved. Phrase in "How to..." or "How might..."  
**New Thinking** - How would you solve for the issues?

adapted from New&Improved Innovations

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