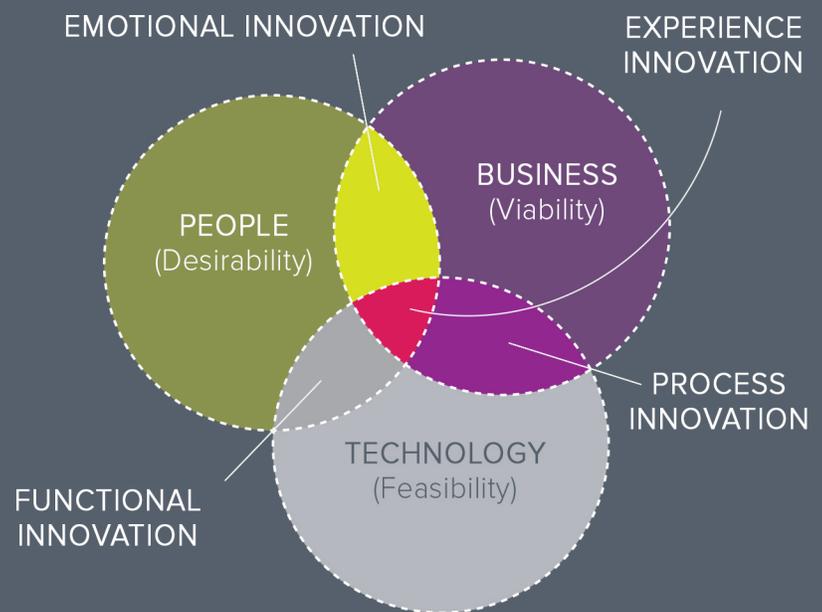


THINKING STRATEGIES: AN MBA PRIMER

The MBA Thinking Strategies Primer is to help you improve your ability to frame business problems in new ways and to create original and innovative solutions that fit the present and the future. Having a thinking strategy tool-kit will set you apart and make you an extremely valuable member of any business team. This primer is the start of you building a thinking tool-kit that works for you.

ASK.TRY.DO is a variation on the Design Thinker strategy. The steps are as follows (Design Thinker terminology included in parentheses/italics for reference). This page outlines the full process, the second page suggests your steps for this afternoon's lulu-lemo Challenge.



* Adapted from IDEO diagram

ASK: CREATE THE OPPORTUNITY

FINDING FACTS [OBSERVE]:

Identify questions; conduct user research, review evidence, define criteria for success

FINDING MEANING [FORM INSIGHTS]:

Interpret & synthesize findings, review findings, identify chunks of the problem that stand out as small enough to solve

FINDING OPPORTUNITIES [FRAME OPPORTUNITIES]:

Frame these "chunks" as opportunities ("how might we?"), generate ideas to pursue the opportunities [Brainstorm], evaluate and sort the ideas using criteria for success, pick one idea to prototype, re-frame the opportunity

TRY: CREATE A PROTOTYPE

PROTOTYPE:

Produce a tangible or visible version of [part] of your idea, e.g. a sketch, flow-chart, skit, story, model, story-board, map – keep it fast and simple

TEST:

Test your prototypes by designing simple experiments that you can do quickly and cheaply, run the experiment with real users and collect feedback, re-visit criteria for success

REFINE:

Refine and enhance your prototype again and again, based on feedback from experiments, and if you discover the idea won't work just scrap it and go back to your idea list and try another one or go back even further and re-frame the opportunity

DO: CREATE A VALUED OUTCOME

IMPLEMENT:

Work with users and stakeholders to develop a plan to roll out your solution and consider a staged approach to enable on-going improvement of the outcomes.

EVALUATE:

Establish a process and metrics for on-going evaluation. Consider viewing the solution as an on-going "beta" model, which is open for continuous improvement.

INNOVATE:

Design an on-going innovation strategy into your production and quality assurance processes, be sure to include user research in your strategy

LULULEMON CHALLENGE

We are going to use this opportunity to practice the art of problem scoping – following the ASK.TRY.DO process and adding in some techniques – all found at :

<http://dstudio.ubc.ca/toolkit/techniques>

We'll be practicing the ASK phase of the process this afternoon. Refer to the Memo from Margaret Wheeler that outlines the "challenge" as she sees it. Note – this is about practicing some techniques and processes – you won't be solving the "challenge" in a couple of hours.

PROCESS STEPS	POSSIBLE TECHNIQUES TO UTILIZE...
<p>ASK: Create the Opportunity</p> <p><i>Note here what the main deliverable we are asking for at the end of the afternoon: e.g. a set of 3 framed opportunities for lululemon to explore.</i></p>	<p>How can you frame the challenge as expressed by Margaret as a series of opportunities? How can you scope the problem in a way that allows you to tackle it in the time given?</p> <p>Technique suggestions:</p> <ul style="list-style-type: none">• PESTEL – ask questions about the Political, Economic, Social, Technological, Environmental and Legal environment. [using your background research]• Assumption Dumption – getting out your assumptions about lululemon
<p>FINDING FACTS [Observe]</p> <p>Pull together the "evidence" you have – the objective findings from your research, and anything that comes from your role play that could simulate user researcher.</p>	<ul style="list-style-type: none">• Role play – given that you can't conduct user research you could explore customer responses through role play• Reviewing your background research on lululemon
<p>FINDING MEANING [Form Insights]:</p> <p>Interpret & synthesize findings, review findings, identify chunks of the problem that stand out as small enough to solve</p>	<ul style="list-style-type: none">• Five whys & Six Universal questions: How, Why, What, Who, When?• Don't forget to BE VISUAL – get your information and ideas out into the open for all to see.
<p>FINDING OPPORTUNITIES [Frame Opportunities]:</p> <p>Frame these "chunks" as opportunities ("how might we?"),</p>	<ul style="list-style-type: none">• "How Might We" – helps you break down the problem and defer judgment – keeps you from leaping to solutions• Feel free to generate many framed opportunities and then go back and check against your "challenge" and see which three are the best.

¹ PESTEL: Political (national or regional issues, international trade, taxation policy); Economic (interest rates, exchange rates, national income, inflation, unemployment, stock market); Social (aging population, attitudes to work, income distribution, shared value); Technological (innovation, new product development, rate of technological obsolescence); Environmental (global warming, environmental issues); and Legal (competition law, health and safety, employment law).