# catalyst workshop

## SESSION 1

OCTOBER 24-25, 2019

THE DENVER FOUNDATION

COMMUNITY FIRST
FOUNDATION
The Power of Philanthropy

Colorado ACCESS
Caring for you and your health

The Colorado
Health Foundation™

ROSE
COMMUNITY FOUNDATION

## ABOUT THE CATALYST PROGRAM

The goal of The Catalyst Program is to create a network of trained innovation champions who can help others in their organizations think and work differently by applying design and innovation skill sets to initiatives in their organizations.

The Center for Care Innovations is training and supporting a new class of innovation catalysts. Over the next five months, we will provide opportunities for catalysts to apply human centered design principles to real projects, participate in an online learning community, and collect stories to demonstrate impact and success of the program.

The Catalyst Program is made possible through funding from Colorado Health Foundation, Denver Foundation, Rose Foundation, Colorado Access, Community First Foundation.

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# Agenda

## DAY 1 // THURSDAY, OCTOBER 24

| | |
|---|---|
| **8:30AM** | *Breakfast* |
| **9:00AM** | Welcome |
| | Goals |
| | Methods taught |
| | Words of wisdom |
| | Program leads intros |
| | Coach and group intros |
| | Housekeeping |
| **9:40AM** | Mindsets |
| **10:10AM** | Human Centered Design methodology |
| **10:30AM** | Design Dash |
| **12:00PM** | *Lunch* |
| **1:15PM** | Communicating effectively about your work |
| | Giving & receiving feedback |
| **1:45PM** | Homework share and discussion |
| **2:30PM** | Design Research 101 |
| | Peer consult |
| **3:15PM** | Assumptions and Beliefs |
| **3:45PM** | *Break (w/snack)* |
| **4:00PM** | Team research, planning, and feedback |
| **4:45PM** | Wrap up, review, housekeeping |
| **5:00PM** | *Happy hour (offsite)* |

## DAY 2 // THURSDAY, OCTOBER 25

| | |
|---|---|
| **8:30AM** | *Breakfast* |
| **9:00AM** | Welcome back & review |
| | Reflection |
| **9:30AM** | Pitching your project |
| | Finish project direction pitches |
| | Share pitches, get feedback, revise |
| **10:15AM** | Qualitative Interviewing |
| **11:15AM** | *Break* |
| **11:30AM** | Journey Mapping |
| **12:20PM** | *Lunch* |
| **1:30PM** | Themes & Tensions |
| **2:15PM** | Reframing Problems/Framing Opportunities |
| **3:00PM** | *Break (w/snack)* |
| **3:15PM** | Team planning, project scoping, and feedback |
| **4:00PM** | Organizing your data |
| **4:10PM** | Postcards from the Field |
| **4:40PM** | Review, wrap up, and next steps |

DAY 1

# Welcome, Intros & Inspiration

Welcome to the Catalyst program! A big part of the value is getting to know others and building your network to learn.

Look to be inspired by others' examples and apply to your own thinking and work.

Enjoy the journey.

NOTES & REFLECTION

## NOTES

*People ignore design that ignores people.* —FRANK CHIMERO

# MINDSETS

INCLUSION & EMPATHY

COLLABORATION

STARTING SMALL,
LEARNING FAST

MAKING THINGS TANGIBLE

SHOWING UNFINISHED WORK,
EARLY & OFTEN

## NOTES & REFLECTION

*People ignore design that ignores people.* —FRANK CHIMERO

*You cannot create experience. You must undergo it.* —ALBERT CAMUS

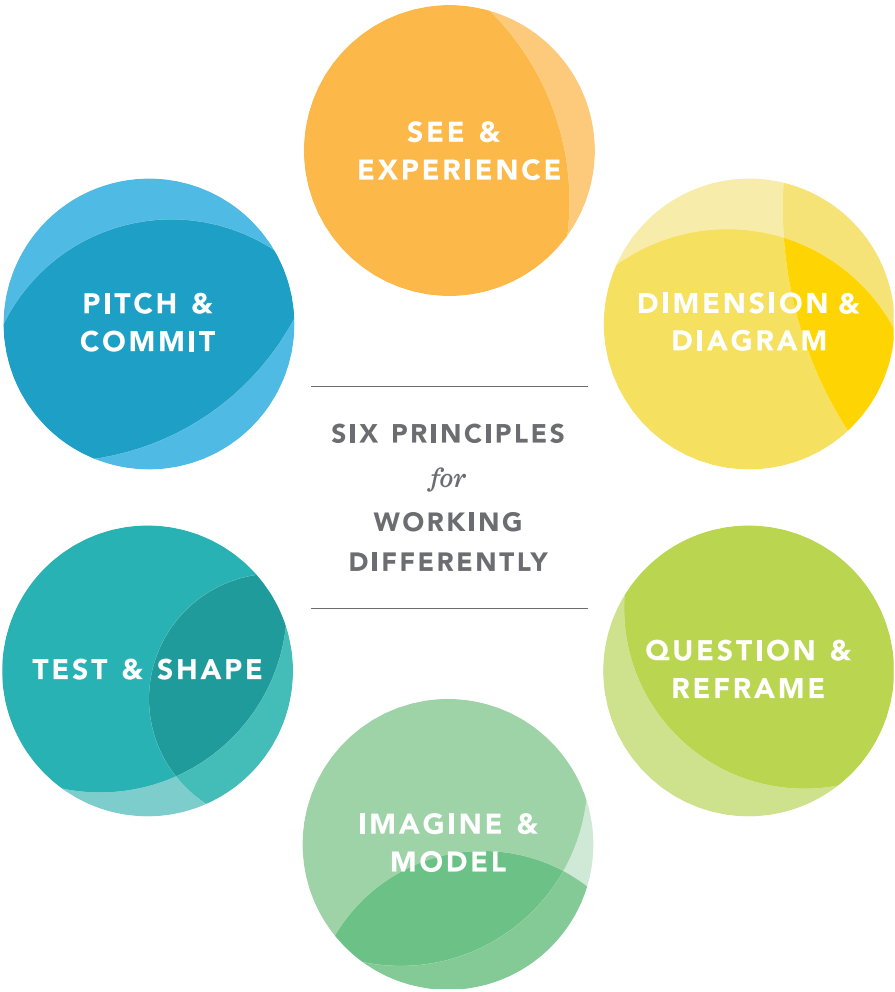
## NOTES

*People ignore design that ignores people.* —FRANK CHIMERO

# PRINCIPLES

## NOTES

*You cannot create experience. You must undergo it.* —ALBERT CAMUS


SEE &
EXPERIENCE
PITCH &
COMMIT
DIMENSION &
DIAGRAM
SIX PRINCIPLES
for
WORKING
DIFFERENTLY
TEST & SHAPE
QUESTION &
REFRAME
IMAGINE &
MODEL

DAY 1

# Human-Centered Design Project Example

Curious what it looks and feels like to do a Catalyst project from start to finish? Learn from folks who have used human-centered design to approach problems collaboratively in their community.

NOTES & REFLECTION

# ACTIVITIES - DAY 1

DAY 1

# Design Dash

In this exercise, you'll participate in a crash course in human centered design. You'll interview, identify themes and tensions, brainstorm, prototype, get feedback, and then prototype again.

The goal of this exercise is to give you hands on practice with the entire HCD process. Don't worry if you feel like your head is spinning a bit-we'll walk you through the steps in more detail over the next few months.

*Recognizing the need is the primary condition for design.* — EAMES

NOTES & REFLECTION

DAY 1

# Communicating Effectively Giving/Receiving Feedback

Innovation is a social and political process. Communicating effectively about your project helps others support your efforts.

An important part of communicating is receiving feedback. Always seek more feedback and resist the urge to defend your work. Doing this early and often is a productive path to progress.

NOTES & REFLECTION

DAY 1

# Homework Share

Before the workshop, you had a chance to observe an aspect of your operation with fresh eyes and to speak with someone about their experience of the activity. In this session, we'll share how it went and discuss what makes it challenging and highly rewarding.

## NOTES & REFLECTION

DAY 1

# Design Research 101

The Catalyst approach involves better understanding the situation before you jump to designing solutions. We call this Design Research -- research that informs the design process. It includes learning more about the experience of stakeholders, understanding systemic issues, and looking at the tangible aspects of the situation.

NOTES & REFLECTION

DAY 1

# Beliefs and Assumptions

Every organization and business process operate with respect to many conventions and orthodoxies -- that is, how the organization or industry tacitly agrees things should be done. Clients wait in a waiting room; a "phone tree" efficiently routes incoming calls; doctors meet with patients for about 15 minutes or less.

Many innovations break with convention to do something in a new, more valuable way. As a Catalyst, you must develop an ability to recognize and question the conventions and orthodoxies of your organization or system.

NOTES & REFLECTION

DAY 1

# Team Time: Project Planning

OK, you now realize you're on a journey to learn new skills and innovate in a particular area of your organization. In this activity, you'll focus on how you will gather information about your project to better understand it. In essence, you are creating a research plan. It should include show and tell interviews, observation, gathering relevant data and experiencing activities and environments yourself.

NOTES & REFLECTION

## NOTES

*People ignore design that ignores people.* —FRANK CHIMERO

DAY 1

# Review & Feedback

One of the most powerful tools in learning is to reflect on the experience and share with each other what has been challenging, exciting and still a little fuzzy. In fact, you'll notice after every activity, we have a Reflective Discussion. This reflection helps everyone synthesize new learning and opens up unique insights for everyone. As a Catalyst, you should facilitate reflective discussions with your colleagues throughout your project.

NOTES & REFLECTION

## NOTES

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# ACTIVITIES - DAY 2

DAY 2

# Welcome Back & Review

You experienced a lot yesterday!

Reflect on ideas or principles that stood out, concepts that were difficult to understand and what you took away overall from the day.

Any feedback to make today even better?

## NOTES & REFLECTION

DAY 2

# Pitching Your Project

Innovation projects involve many variables and a lot of uncertainty. Rather than trying to make sure your ideas and work are bulletproof, share them before you're ready -- early and often. This allows you to take advantage of other's experience and point of view. It builds support for your project because people have meaningful involvement along the way.

NOTES & REFLECTION

DAY 2

# Method: Qualitative Interviewing

There are many potential partners for your project beyond your project team and close colleagues. Community partners, client partners, and technology partners are just a few examples. Being able to recruit, collaborate, and understand others' experiences will set you up for success. Using open ended questions allows people to answer with their own unique content, which results in a richer data set for analysis.

NOTES & REFLECTION

DAY 2

# Method: Journey Mapping

A representation of a person and their experience helps deepen a team's understanding of that experience and maintain a focus on solving human-centered issues.

A Journey Map illustrates the individual's experience through a flow-chart like structure.

NOTES & REFLECTION

DAY 2

# Method: Themes & Tensions (also called Affinity Clustering)

Write out facts, insights, quotes, on individual sticky notes from your research, then identify patterns, consistent behavior, tensions or pain points. Give these concepts names. Find additional evidence to reinforce or negate the idea. Settle on a small number of concepts, organized hierarchically with supporting evidence to construct a narrative that explains what happens, why it happens and implications for change.

NOTES & REFLECTION

DAY 2

# Method: Reframing with "How Might We...?" Statements

Your project area does not, by itself, focus your creative problem solving. Rather, priority areas identified from research should guide your ideation. Examples include insights from your users' experiences, clear pain points, workflow issues and other key challenges to creating value.

A good "How Might We.." question is generative and inspires creativity.

NOTES & REFLECTION

DAY 2

# Organizing Project Data

Pictures, audio recordings, notes, diagrams, sticky notes, sketches -- your project will generate a lot of tangible data. You should create a way to save and organize this data over the course of a project. Create an approach for both digital and physical assets.

NOTES & REFLECTION

DAY 2

# Project Definition & Research Planning

This is a second opportunity to plan how you will work on your project. It may seem redundant, but iteration is essential to getting a better and better understanding of what problem you are addressing.

First you'll get a chance to restate your project's objective. We'll share and discuss in the larger group. Then you'll have more team planning time to create a draft work plan, discuss and agree on how you will meet, roles on the team, etc.

NOTES & REFLECTION

DAY 2

# Postcards from the Field

Sharing your work with others is so important when trying to build will around a design project. A "Postcard from the Field" offers a quick, visual way to share what you are learning and find others who might want to help you advance the work. How will you use this in the coming weeks?

NOTES & REFLECTION

DAY 2

# Final Reflection

We covered a lot of new material. You began planning how you will apply the mindsets, behaviors and human-centered design techniques to your Catalyst project. As we bring the workshop to a close, what is your biggest take-away? What did you find most challenging? How are you thinking about your Catalyst project differently? Who are you most excited to work with on the project?

NOTES & REFLECTION

## NOTES

*People ignore design that ignores people.* —FRANK CHIMERO

# APPENDIX

APPENDIX

# References

## BOOKS


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William Lidwell

*The Ten Faces of Innovation*
Tom Kelley

*Wired to Care: How Companies Prosper When They Create Widespread Empathy*
Dev Patnaik

*Rapid Viz : A New Method for the Rapid Visualization of Ideas*
Kurt Hanks

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Dan Roam

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Robert Sutton

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Jeanne Liedtka and Tim Ogilvie

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Vijay Kumar

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Alexander Osterwalder & Yves Pigneur

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Richard H. Thaler and Cass R. Sunstein

*Change by Design*
Tim Brown

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"The Innovation Catalysts"
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"Kaiser Permanente's Innovation on the Front Lines"
Lew McCreary
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"Creativity and Innovation in Health Care"
Christi Zuber, Louise Moody
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### APPS & WEBSITES

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www.careinnovations.org/resources/overview-catalyst-principles

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Design Dash:
http://molly.is/writing/design-dash/

*www.careinnovations.org/programs/catalyst*