



# COMPLETE INVENTORY WITH HMW QUESTIONS


What's are Changemaking Toolkits + Tools? Go to page 5.

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## MODULE 01 | TOOLKITS + TOOLS FOR TEAM-FOCUSED CONVERSATIONS




### BUILDING OUR CHANGEMAKING TEAM

How might we build a team that that feels aligned, empowered and that can grow?

p. 105

|  |   |               |
|--|---|---------------|
| <b>TOOLS INVENTORY</b>                         |   | <b>p. 106</b> |
| <b>TOOLKIT SCORECARD + PRIORITIZATION HELP</b> |   | <b>p. 107</b> |
| <b>COLLABORATIVE CHANGEMAKING VOICES</b>       |   | <b>p. 108</b> |
| <b>T1.1</b>                                    | <b>OUR TEAM</b>   | <b>p. 110</b> |
|  | How might we identify and include team members who'll help us achieve current and futures success?    |               |
| <b>T1.2</b>                                    | <b>OUR WHY</b>  | <b>p. 112</b> |
|  | How might we define and align our WHY?  |               |
| <b>T1.3</b>                                    | <b>OUR CORE VALUES</b>  | <b>p. 114</b> |
|  | How might we align our individual and team core values?   |               |
| <b>T1.4</b>                                    | <b>OUR COLLABORATIVE CULTURE</b>  | <b>p. 116</b> |
|  | How might we ensure that we're creating and nurturing the right culture for successful collaboration? |               |
| <b>T1.5</b>                                    | <b>OUR SUPERPOWERS</b>  | <b>p. 118</b> |
|  | How might we identify and appreciate our team members' superpowers?                                   |               |
| <b>TOOLKIT TOOLS REFLECTIONS</b>               |   | <b>p. 120</b> |

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|---------------|---|
| <b>NOTES:</b> |  |
|---------------|---|



## (RE)CALIBRATING OUR TEAM'S EFFORTS

How might we check-in on our our expectations, responsibilities and priorities?

p. 121

**TOOLS INVENTORY** p. 122

**TOOLS SCORECARD + PRIORITIZATION HELP** p. 123

**COLLABORATIVE CHANGEMAKING VOICES** p. 124

**T2.1 LEVEL SETTING CHECK-IN** p. 126  
 How might we make sure we're starting our conversations with everyone "on the same page?"

**T2.2 RACI STRUCTURE CHECK-IN** p. 128  
 How might we define clear roles and responsibilities for team members?

**T2.3 GOLDBLOCKS CHECK-IN** p. 130  
 How might we work to achieve a good balance between our short-term focused and long-term focused efforts?

**T2.4 STAKEHOLDER ENGAGEMENT LEVEL CHECK-IN** p. 132  
 How might we work together to empower the most appropriate level of engagement for each stakeholder?

**T2.5 EISENHOWER CHECK-IN** p. 134  
 How might we prioritize our efforts by analyzing urgency and importance?

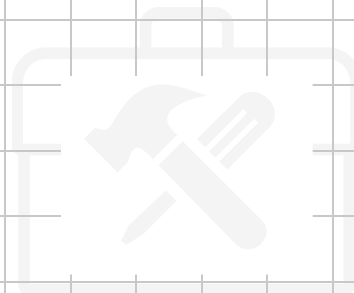
**T2.6 EFFECTIVENESS + EFFICIENCY CHECK-IN** p. 136  
 How might we analyze our work through the lens of effectiveness and efficiency?


**T2.7 KANBAN CHECK-IN** p. 138  
 How might we organize and prioritize our workflow?


**T2.8 THREATS + REWARDS CHECK-IN** p. 140  
 How might we work to minimize perceived threats and maximize rewards?

**TOOLKIT TOOLS REFLECTIONS** p. 142

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|   |  |               |
|---|--|---------------|
|  | <b>INNOVATION IDEATION + ANALYSIS WHITEBOARDS</b><br>How might we ideate about, analyze and evaluate changemaking innovation ideas?                            | <b>p. 143</b> |
| <b>TOOLS INVENTORY</b>  |  | <b>p. 144</b> |
| <b>TOOLKIT SCORECARD + PRIORITIZATION HELP</b>                                    |  | <b>p. 145</b> |
| <b>COLLABORATIVE CHANGEMAKING VOICES</b>  |  | <b>p. 146</b> |
| <b>T3.1</b>   | <b>PROXIMITY WHITEBOARD</b><br>How might we prioritize our efforts based on where we have the closest proximity?   | <b>p. 148</b> |
| <b>T3.2</b>   | <b>IMPACT + EFFORT WHITEBOARD</b><br>How might we prioritize innovation ideas by analyzing projected positive impact and required effort?                      | <b>p. 150</b> |
| <b>T3.3</b>   | <b>IMPACT + UNCERTAINTY WHITEBOARD</b><br>How might we prioritize innovation ideas by analyzing projected positive impact and uncertainty?                     | <b>p. 152</b> |
| <b>T3.4</b>   | <b>SWEET SPOT WHITEBOARD</b><br>How might we analyze innovation ideas by assessing how desirable, feasible, viable and ethical they are?                       | <b>p. 154</b> |
| <b>T3.5</b>   | <b>FOUR FITS WHITEBOARD</b><br>How might we analyze the fit between our product/ service, market, distribution, and pricing strategy?                          | <b>p. 156</b> |
| <b>T3.6</b>   | <b>DESIGN PRINCIPLES WHITEBOARD</b><br>How might we evaluate how our innovation concept aligns with changemaking design principles?                            | <b>p. 158</b> |
| <b>T3.7</b>   | <b>INNOVATION INSIGHTS + APPLICATIONS WHITEBOARD</b><br>How might we gain strategic insights from other innovations that can be applied to our own innovation? | <b>p. 160</b> |
| <b>T3.8</b>   | <b>TWO LIMITATIONS WHITEBOARD</b><br>How might we assess what's achievable keeping practical limitations in mind?  | <b>p. 162</b> |
| <b>T3.9</b>   | <b>CONSEQUENCES WHITEBOARD</b><br>How might we analyze the intended and unintended consequences of innovations?  | <b>p. 164</b> |
| <b>TOOLKIT TOOLS REFLECTIONS</b>  |  | <b>p. 166</b> |

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|---------------|---|--|--|--|--|--|--|--|--|--|--|--|
| <b>NOTES:</b> |   |  |  |  |  |  |  |  |  |  |  |  |
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## MODULE 02 | TOOLKITS + TOOLS FOR DISCOVERY + DIAGNOSIS CONVERSATIONS



### FINDING + PRIORITIZING ACTIONABLE PROBLEMS

How might we equip ourselves with practical problem identification and prioritization methodologies and tools? p. 169

|  |  |   |
|--|--|---|
| <b>TOOLS INVENTORY</b>                         |  | <b>p. 170</b>   |
| <b>TOOLKIT SCORECARD + PRIORITIZATION HELP</b> |  | <b>p. 171</b>   |
| <b>COLLABORATIVE CHANGEMAKING VOICES</b>       |  | <b>p. 172</b>   |
| <b>T4.1</b>                                    | <b>ROOT CAUSE ANALYSIS</b>                     | How might we work to understand the root cause(s) of problems? <span style="float: right;"><b>p. 174</b></span>   |
| <b>T4.2</b>                                    | <b>PROBLEM TREE ANALYSIS</b>                   | How might we work to understand both the root causes and negative effects of problems? <span style="float: right;"><b>p. 176</b></span>   |
| <b>T4.3</b>                                    | <b>ICEBERG ANALYSIS</b>                        | How might we approach problem identification in a way that empowers us to potentially transform a system rather than simply react to an event? <span style="float: right;"><b>p. 178</b></span> |
| <b>T4.4</b>                                    | <b>SWOT ANALYSIS</b>                           | How might we gain insights by analyzing strengths, weaknesses, opportunities and threats? <span style="float: right;"><b>p. 180</b></span>  |
| <b>T4.5</b>                                    | <b>PROBLEMS VS DESIGN CONSTRAINTS ANALYSIS</b> | How might we make sure we're prioritizing what's currently changeable instead of what isn't? <span style="float: right;"><b>p. 182</b></span>   |
| <b>T4.6</b>                                    | <b>PROBLEM PRIORITIZATION ANALYSIS</b>         | How might we prioritize problems based on frequency and severity? <span style="float: right;"><b>p. 184</b></span>  |
| <b>TOOLKIT TOOLS REFLECTIONS</b>               |  | <b>p. 186</b>   |

**NOTES:**

*GVK notes -*

- *Once you start solving problems you stop seeing them as problems and start seeing them as opportunities.*
- *People think inspiration leads to action. I find it's usually the opposite. Once you get started, you engage, you learn, you spark your empathy, and you get inspired.*



## HUMAN-CENTERED MAPPING

How might we zoom in to understand the lives and perspectives of the people we aspire to support?

p. 187

**TOOLS INVENTORY** p. 188

**TOOLKIT SCORECARD + PRIORITIZATION HELP** p. 189

**COLLABORATIVE CHANGEMAKING VOICES** p. 190

**T5.1 EMPATHY MAP** How might we gain a deeper understanding of the lives and perspectives of the people we aspire to support? p. 192

**T5.2 PERSONA MAP** How might we capture representative characteristics of the people we're hoping to support? p. 194

**T5.3 EMPOWERMENT MAP** How might we better understand to what extent someone is relatively empowered and/or disempowered? p. 196

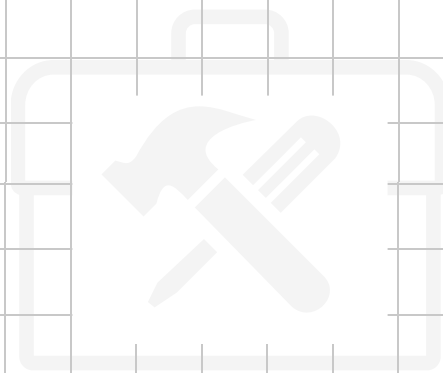
**T5.4 WELL-BEING MAP** How might we focus our analysis holistically on well-being? p. 198

**T5.5 JOURNEY MAP** How might we understand what obstacles are getting in the way as someone works towards achieving their goal? p. 200

**T5.6 DECISION MAKING BIASES MAP** How might we understand what cognitive biases are influencing behavior? p. 202

**TOOLKIT TOOLS REFLECTIONS** p. 204

NOTES:



**50+ SPECIFIC APPLICATIONS**

[tinyurl.com/cctbpxapps](https://tinyurl.com/cctbpxapps)





## SYSTEM(S) MAPPING

How might we zoom out to get a 360 degree understanding of the context?

p. 205

**TOOLS INVENTORY** p. 206

**TOOLKIT SCORECARD + PRIORITIZATION HELP** p. 207

**COLLABORATIVE CHANGEMAKING VOICES** p. 208

**T6.1 BRIGHT SPOTS MAP** How might we analyze and amplify existing solutions for a pervasive community problem? p. 210

**T6.2 CURRENT SOLUTIONS LANDSCAPE MAP** How might we analyze and learn from current solutions designed to solve the problem(s) we've identified? p. 212

**T6.3 EQUITABLE ACCESS MAP** How might we analyze the specific ways that current solutions are and aren't creating access? p. 214

**T6.4 CAPITAL MIX MAP** How might we identify community strengths that might be leveraged and/ or weaknesses that might represent opportunities to provide support? p. 216

**T6.5 SYSTEM STATUS MAP** How might we identify and analyze what's in a relatively stable, complicated, complex or chaotic status? p. 218

**T6.6 SYSTEM FIVE R'S MAP** How might we gain an understanding of how resources, roles, relationships, and rules impact results? p. 220

**T6.7 SYSTEM COMPONENTS MAP** How might we analyze five critical components of the system ranging from policies to mindsets? p. 222

**T6.8 STAKEHOLDER POWER MAP** How might we analyze how different types of power are, could be, and should be distributed within the system? p. 224

**T6.9 FIVE FORCES MAP** How might we analyze five critical forces that influence our work within the system? p. 226

**T6.10 VUCA MAP** How might we analyze and account for volatility, uncertainty, complexity, and ambiguity within the system? p. 228

**TOOLKIT TOOLS REFLECTIONS** p. 230

NOTES:





# MODULE 03 | TOOLKITS + TOOLS FOR INNOVATION DESIGN CONVERSATIONS



## OUR CHANGEMAKING INNOVATION BLUEPRINTS

**How might we** clearly define and articulate the why, who, what, where, when, and how of our changemaking innovation? **p. 233**

**TOOLS INVENTORY** **p. 234**

**TOOLKIT SCORECARD + PRIORITIZATION HELP** **p. 235**

**COLLABORATIVE CHANGEMAKING VOICES** **p. 236**

**T7.1 LOGIC MODEL BLUEPRINT** **How might we** describe the desired outcomes of our innovation and the model we've designed to achieve them? **p. 238**

**T7.2 DRIVER DIAGRAM BLUEPRINT** **How might we** articulate the key drivers of our innovation's success? **p. 240**

**T7.3 SUCCESS INDICATORS BLUEPRINT** **How might we** design the most optimal ways to measure the success of our innovation over the short, medium and long term? **p. 242**

**T7.4 VALUE PROPOSITION BLUEPRINT** **How might we** show how our innovation is delivering value? **p. 244**

**T7.5 NOVEL FEATURES + BENEFITS BLUEPRINT** **How might we** specify the features that make our innovation uniquely beneficial? **p. 246**

**T7.6 INNOVATION DISTILLATION BLUEPRINT** **How might we** distill the elements that make our innovation tick? **p. 248**

**TOOLKIT TOOLS REFLECTIONS** **p. 250**

**NOTES:**

*GVK notes -*

- *Don't build a metaphorical "Norman Door." This is a door that isn't easy to use. This was named after human-centered design guru Don Norman. To avoid this, make sure your design has -*
  - *AFFORDANCE: This is a hint/clue about how to use it based on its appearance.*
  - *FEEDBACK: Makes it clear that action has been taken/ what's been achieved.*



## LAUNCH + SCALING STRATEGIES

How might we figure out where to start and how to distribute and scale our changemaking innovation?

p. 251

**TOOLS INVENTORY** p. 252

**TOOLKIT SCORECARD + PRIORITIZATION HELP** p. 253

**COLLABORATIVE CHANGEMAKING VOICES** p. 254

**T8.1 MARKET SIZE ANALYSIS + STRATEGY** How might we define the size of the opportunity and decide where we should start? p. 256

**T8.2 COLLABORATOR COMPATIBILITY ANALYSIS** How might we analyze our compatibility with potential collaborators? p. 258

**T8.3 DISTRIBUTION CHANNEL STRATEGY** How might we define how we'll distribute our changemaking innovation? p. 260

**T8.4 DIFFUSION STRATEGY** How might we define who the most likely adopters and promoters of our innovation will be when we launch? p. 262

**TOOLKIT TOOLS REFLECTIONS** p. 264



## SPECIAL: PEOPLE-FOR-PEOPLE STRATEGIES

How might we start to create strategies that help people support and empower each other?

p. 265

**TOOLS INVENTORY** p. 266

**TOOLKIT SCORECARD + PRIORITIZATION HELP** p. 267

**COLLABORATIVE CHANGEMAKING VOICES** p. 268

**T9.1 PEER SUPPORT STRATEGY DESIGN** How might we start to design a structure focused on empowering people with similar challenges to help each other? p. 270

**T9.2 COMMUNITY OF PRACTICE STRATEGY DESIGN** How might we start to design a means for people to share what's working, what isn't, and to learn from each other? p. 272

**T9.3 MUTUAL AID STRATEGY DESIGN** How might we start to design a means for community members to exchange and share resources? p. 274

**T9.4 COLLECTIVE IMPACT STRATEGY DESIGN** How might we start to design a means for organizations with similar missions to work together to solve big problems? p. 276

**TOOLKIT TOOLS REFLECTIONS** p. 278





## POSITIONING + MARKETING STRATEGIES

How might we decide and market the unique positioning of our innovation?

p. 279

**TOOLS INVENTORY** p. 280

**TOOLKIT SCORECARD + PRIORITIZATION HELP** p. 281

**COLLABORATIVE CHANGEMAKING VOICES** p. 282

**T10.1 PROBLEM- SOLVING POSITIONING** How might we decide when our innovation should intervene? p. 284

**T10.2 TWO ATTRIBUTES POSITIONING** How might we design our innovation to be uniquely positioned based on two attributes? p. 286

**T10.3 BRAND STRATEGY** How might we keep key considerations in mind as we design our brand? p. 288

**T10.4 MARKETING MIX STRATEGY** How might we define our product, place, promotion, and price? p. 290

**TOOLKIT TOOLS REFLECTIONS** p. 292



## GETTING TO ADOPTION STRATEGIES

How might we design strategies that focus on influencing and empowering user adoption?

p. 293

**TOOLKIT INVENTORY** p. 294

**TOOLS SCORECARD + PRIORITIZATION HELP** p. 295

**COLLABORATIVE CHANGEMAKING VOICES** p. 296

**T11.1 KEYS TO INNOVATION ADOPTION** How might we design our innovation in alignment with the five keys to adoption? p. 298

**T11.2 PRICING FOR ADOPTION STRATEGY** How might we decide and define the most compelling pricing strategy given the context? p. 300


**T11.3 USER EXPERIENCE STRATEGY** How might we design our innovation keeping critical factors for successful user experience in mind? p. 302


**T11.4 MOTIVATORS + CAPABILITIES STRATEGY** How might we design our innovation accounting for the personal, social, and structural factors that influence motivations and capabilities? p. 304

**T11.5 INCENTIVIZATION STRATEGY** How might we include the most influential intrinsic and extrinsic incentives in our design? p. 306

**T11.6 NUDGE STRATEGY** How might we include behavioral nudges in our innovation design? p. 308

**TOOLKIT TOOLS REFLECTIONS** p. 310

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|---|---------------------------------------|--|----------------------|
|  |                                       | <h2>MESSAGING + COMMUNICATION STRATEGIES</h2> <p>How might we design messaging and communication that's effective, efficient and responsive?</p> | <p><b>p. 311</b></p> |
| <b>TOOLS INVENTORY</b>  |                                       |  | <b>p. 312</b>        |
| <b>TOOLKIT SCORECARD + PRIORITIZATION HELP</b>                                    |                                       |  | <b>p. 313</b>        |
| <b>COLLABORATIVE CHANGEMAKING VOICES</b>  |                                       |  | <b>p. 314</b>        |
| <b>T12.1</b>  | <b>INNOVATION STORY STRATEGY</b>      | How might we present the story of our innovation in the most concise and compelling way?   | <b>p. 316</b>        |
| <b>T12.2</b>  | <b>STICKY MESSAGING STRATEGY</b>      | How might we design messaging that gets people's attention and sticks?   | <b>p. 318</b>        |
| <b>T12.3</b>  | <b>COMMUNICATION CHANNEL STRATEGY</b> | How might we prioritize communication channels based on both the target audience and purpose of the message?                                     | <b>p. 320</b>        |
| <b>T12.4</b>  | <b>FEEDBACK PROCESS STRATEGY</b>      | How might we build feedback loops into the design of our innovation?   | <b>p. 322</b>        |
| <b>T12.5</b>  | <b>TOUCHPOINT STRATEGY</b>            | How might we define a robust touchpoint strategy for each critical phase of interaction?   | <b>p. 324</b>        |
| <b>TOOLKIT TOOLS REFLECTIONS</b>  |                                       |  | <b>p. 326</b>        |

|   |  |   |                      |
|---|--|---|----------------------|
|  |  | <h2>GETTING FUTURE READY</h2> <p>How might we design with future contingencies in mind?</p>                       | <p><b>p. 327</b></p> |
| <b>TOOLS INVENTORY</b>  |  |   | <b>p. 328</b>        |
| <b>TOOLKIT SCORECARD + PRIORITIZATION HELP</b>                                      |  |   | <b>p. 329</b>        |
| <b>COLLABORATIVE CHANGEMAKING VOICES</b>  |  |   | <b>p. 330</b>        |
| <b>T13.1</b>  | <b>RISILIENCE ANALYSIS + STRATEGY DESIGN</b> | How might we analyze potential threats and build resilience strategies into the design of our innovation?         | <b>p. 332</b>        |
| <b>T13.2</b>  | <b>NASA RISK PRIORITIZATION ANALYSIS</b>     | How might we analyze the relative likelihood and consequences of risks?   | <b>p. 334</b>        |
| <b>T13.3</b>  | <b>PRE-MORTEM ANALYSIS</b>                   | How might we analyze potential future causes and consequences of failure so that we can design with them in mind? | <b>p. 336</b>        |
| <b>TOOLKIT TOOLS REFLECTIONS</b>  |  |   | <b>p. 338</b>        |