DESIGN THINKING

HUMAN-CENTERED INNOVATION METHODS

Design Thinking is a human-centered approach to innovation that allows non-designers to use the designer's creative tools and methods to match human needs with what is conceptually feasible and what a sound strategy can convert into true value.

The ultimate goal of Design Thinking is to embed a simple and sustainable innovation method across the entire organization, enabling a companywide culture of constant creativity and collaboration.

Similar to the way I learned it at Stanford's d school, my Design Thinking training course is an experiential immersion in which participants focus on solving a real-world problem, enabling them to experience the entire design thinking process:

- **Humanizing** — *gaining empathy for users*
- **Conceptualizing** — *meeting user needs creatively*
- **Prototyping** — *building low resolution mockups*
- **Testing** — *iterative experimenting with prototypes*

Course formats can be tailored, and range from a 90-minute "crash course" to a multi-day bootcamp delivering a deep dive into design thinking techniques.

STRATEGIC THINKING

PLAY-TO-WIN STRATEGY DEVELOPMENT FRAMEWORK

What *is* strategy? The best definition on the planet is the one offered by Roger Martin: "Strategy is an integrated cascade of choices that uniquely positions a player in its space to create sustainable advantage."

That cascade consists of five key questions:

- *What is our winning aspiration?*
- *Where will we play?*
- *How will we win?*
- *What capabilities do we need?*
- *What management systems are required?*

Partipants learn not only how to integrate answers to these deceptively simple questions in an innovative way, but also how to reverse engineer the logic with strategy's "magic" question—*what must be true?*—the answers to which identify critical assumptions.

Participants will learn and gain facility with the *Play-to-Win* Canvas, my proprietary visual tool designed in collaboration with, and approved by, Roger Martin.

Course formats can be tailored, but are best delivered as one- or two-day seminars.

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LEAN THINKING

WASTELESS CONTINUOUS INNOVATION

Whether it's lean manufacturing or lean startup, the word *lean* in a business context has a simple definition: the absence of excessive complexity.

Lean has a single goal: make more room for what truly matters by eliminating what doesn't. It's a different, subtractive way of thinking. That's why so many companies can't get lean, no matter what they do.

Nearly a decade of working closely with Toyota—the birthplace of lean—taught me the right way. And it's what makes my Lean Thinking unique: it's *authentic*.

Lean Thinking is applicable to everything from internal process redesign to new product development and entrepreneurial startup.

Participants in my Lean Thinking course experience lean continuous innovation principles in action through the official Toyota Production System (TPS) simulation. They then engage in an exercise designed to identify real-world issues that represent opportunities to employ Lean Thinking.

Course formats can be tailored, and range from a 2-hour "crash course" to a 2-day immersive bootcamp.

BRAIN GAME

ADVANCED CREATIVE THINKING TECHNIQUE

Based on my 2016 book *Winning the Brain Game*, this is a high-energy, highly interactive training program in which participants tackle several thought challenges in order to experience the very same "7 fatal flaws" of thinking as those I catalogued over the course of ten years through hundreds of creative sessions:

- **Leaping**
- **Fixation**
- **Overthinking**
- **Satisficing**
- **Downgrading**
- **Not Invented Here**
- **Self-Censoring**

Each of the seven fatal flaws is explained, then followed by practice with a super-curated, field-tested set of "fixes." Participants leave with a mental toolkit enabling them to realize higher levels of creativite problem-solving capability.

Course formats include 1-hour, 2-hour, and half-day seminars.