



## Innovation: DimensionX

**Session Length: 2 hours, 10 minutes**

### NEXT Conference Objectives:

1. Delegates should gain an understanding for how to recognize problems; determine innovative, alternative solutions; and implement those solutions in an effective manner.
2. Delegates will leave with tools and resources that will assist them in moving their respective lodges forward.
3. NEXT Staff members will solicit feedback on best practices that can be shared across the country.
4. NEXT Staff will identify areas within our organization that are/or could be potential threats and weaknesses.

### Training Information:

DimensionX will force delegates to apply the lessons and strategies presented in the three preceding training modules towards a non-scouting pain point they are very familiar with in real time. In other words, delegates will be expected to make their way through the entire LeaderX process on their way to determining a new solution to the pain point while receiving coaching and encouragement from their crew guides. The role of the crew guide is not to teach LeaderX concepts to delegates or actively lead the process and influence each decision made by delegates. Instead, the crew guide should 1.) create a sense of competition among crews, 2.) frame the situation and help delegates take the first step, 3.) ensure that each delegate is actively engaged throughout the entire process, and 4.) make sure the crew works their way thoroughly through each step of LeaderX.

### Session Objectives:

At the end of this session, the delegate will be able to:

1. Fully understand the mechanics and techniques of the Leader X hybrid brainstorming process
2. Apply the tactics of the Leader X process in a real-life problem-solving scenario.

### Session Needs:

1. Preparation required:
  - a After the third training module, ensure that delegates take a break, get water, use restroom, etc. Remind delegates that the next activity will last 2 hours and 10 minutes non-stop.
  - b. As delegates return, make sure they sit with their crew and that each crew has plenty of room to move around and wall space to place posters and post-it notes. Crew guides should make it very clear what wall/room space is designated for what crew (if the room is too small, crews can use the space/walls in the hallway to work).
  - c. Have a timer ready to keep track of the 90 minute activity for the crews.
  - *NOTE: The briefing should be presented to all of the crews at once. PARTS II-VI are directed by each individual crew guide at the crew level. During PARTS II-VI, the crew guide should make sure that the crew is covering all of the steps outlined under each part (in other words, taking all of the steps in LeaderX). The crew guide should also make sure that the crew is keeping pace with the suggested times for each part of the activity.*

## SESSION NARRATIVE

I.	Briefing .....	2 minutes
II.	The Pain Point .....	10 minutes
III.	Understand Those You Serve.....	15 minutes
IV.	Create LeaderX.....	15 minutes
V.	Discover.....	25 minutes
VI.	Moving on with Leader X.....	15 minutes
VII.	Presentations.....	5 minutes per crew
VIII.	Debrief.....	25 minutes



## I. Briefing

Welcome to DimensionX! This is where we (the crew guides) take a step back and you the wheel behind LeaderX. This is your chance to put into practice everything we have discussed today. This is your chance to frame pain points and problems in radically different ways, to celebrate and mix and match as many crazy new ideas as possible, to interview one another and discover new insights, and to demonstrate the impact one can have by courageously dreaming and imagining a new future.

Recall what you've learned today about the Leader X process. Remember that there are three simple phases—Explore, Dream, Discover—broken down into six actionable steps. In this final Innovation Day session, you will take what you've learned and apply it to a real life scenario that we are all very familiar with: our educational experience. For the next 90 minutes, you will go through the entire LeaderX process to discover new solutions to solve some of the pain points in our educational experience. Each group will work through LeaderX together and at the end of the 90 minutes will present their ideas to the rest of the room. Bragging rights and mastery of LeaderX are at stake! Remember, the end goal is to innovate our experiences at school as well as to dream and discover new ideas to make our educational experience more positive and impactful.

First, you will Begin with Your Pain Point: our educational experience. Notice that this is a very broad topic to work with, so you'll start by taking a couple minutes working as a crew to identify a specific area that you believe makes students' lives more difficult. Note, that you don't need to pin point a super specific problem. Settle on something simple/generic like a boring classroom setting or tedious homework assignments or a grading system. There are so many directions you can go with this challenge. So, take some time to uncover a pain point in your educational experience. Remember, this is a competition among crews: who will reign supreme in DimensionX?! Ready...set...go!

(SET A TIMER FOR 90 MINUTES!)

## II. The Pain Point (~10 minutes)

Encourage delegates to take a couple minutes to imagine that they have been hired by their local college or high school district to investigate the school experience from an "inside" point of view. Where are the most prominent problems that students face? What causes students the most frustration or confusion? What are pain points in the life of the student?

Have the crew discuss these questions for 5-10 minutes and help them to collectively agree on a pain point to investigate. Make sure that the pain point that they identify is not so broad that they'll have to solve world hunger to fix it. On the other hand, remember that there is over an hour to Dream and Discover in order to develop solutions, so don't make it too specific that they'll quickly run out of thoughts and ideas.

Once the crew settles on a pain point, have someone write it in big bold letters on a poster on the wall. Then, urge them to work through the rest of LeaderX on their own. **You will still be there to answer questions, keep track of time, help with tracking notes on post-it notes, and provide encouragement/advice, but let the delegates know that they are in the driver's seat.**

## III. Understand Those You Serve (~15 minutes)

During this phase, delegates should 1.) identify stakeholders to the pain point (potential examples: teachers, students, parents, coaches) and 2.) interview each other on the topic of the chosen pain point.

Make sure that each person interviews and is interviewed. And encourage deep conversations by recommending the following:

- Ask "Why?" five times
- Ask open ended questions, such as "Can you explain" or "Tell me about" or "What was it like when"
- Encourage vivid detail in answers
- Ask about emotions. Example: "I sense that you are \_\_\_\_ . How do you feel about \_\_\_\_?"



After conducting the interviews, delegates should focus on drawing out insights from the interviews with quick post it note comments/insights. Remind delegates to understand ALL of the people affected by the pain point. Hence, there should be multiple stakeholder map posters on the wall and delegates should place post-it note insights on the poster as such:

- First, place post it notes on the left that capture observations of what people say and do. These post it notes should be based on quotes, words, actions, and behaviors.
- After exhausting those topics, place notes on the right that capture what people think and feel. These post it notes should be based on thoughts, beliefs, emotions, and motivations.
- Seek to understand how those you serve experience the activities, environments, interactions, objects, and other participants in relation to the pain point.
- Take a step back and analyze for insights
  - What seems new or surprising?
  - Are there contradictions or disconnects between quadrants
  - What unexpected patterns appear?
  - What human needs emerge?
  - Is this a real insight?
  - What “anchors” or critical assumptions about the pain point have been challenged shifted as a result of these interviews?

#### IV. Create LeaderX (~15 minutes)

Upon conclusion of the interviews and Explore phase, the delegates should have a number of stakeholder maps illustrating how different groups act and think with regards to the pain point. The next step is to create the LeaderX perspective:

- Combine all the post-it notes from various stakeholder maps into just one stakeholder map according to their respective quadrant (ex. all notes in from various stakeholders’ “Do” sections are combined to one large “Do” section). This combination of viewpoints begins to create LeaderX.
- Begin to streamline the notes and draw out unique insights. For example, are there patterns or trends among all of the responses or are there serious contentions among the responses?
- Further define LeaderX’s viewpoint by mixing and matching post-it notes on the new LeaderX map as well as view the pain point from the perspective of trends identified after creating the LeaderX map.
- One way to “mix and match” ideas is to connect two or more post-it notes with words such as “and,” “because,” “but,” “with,” “without,” “despite.”
- Diversity and a multitude of ideas are always best; mix and match elements of individual thoughts and concepts to achieve this. Record all ideas—fully-formed as well as snippets and half-baked thoughts—on a sheet of paper or additional post-it notes kept in a separate pile.
- Again, view the pain point from various vantage points and ask unusual questions about it from the perspective of LeaderX.

It is important at the end of this process for delegates to take a step back and define in their own words the high-level themes, trends, or conflicts that stand out in LeaderX’s map. Juxtaposing quotes from earlier post-it notes and connecting them with trends throughout the LeaderX map is one strategy for capturing LeaderX’s themes.

**Make sure that the new, singular map is clearly labeled “LeaderX.” Guide the crew to ensure that the LeaderX persona embodies most or all of the actions, statements, thoughts, and feelings of the different stakeholders labeled during earlier discussions/interviews. Encourage group discussions around the high-level themes that stand out in LeaderX’s map. These high-level themes should be clearly noted in bold on new post it notes or bulleted on a new sheet of poster paper. Make sure the high-level insights and themes are relevant to the pain point. Goal: delegates should have a clear understanding of how LeaderX thinks about the chosen pain point.**



#### V. Discover (~25 minutes)

Now, remind the delegates that they are in the driver's seat and that they need to come up with as many new and crazy ideas for solving the pain point as possible. However, make sure that they are brainstorming new ideas through the viewpoint of LeaderX. Throughout the brainstorming process, encourage producing quantity over quality of ideas. **Note: the initial brainstorming process should be very rushed (2-3 minutes), so that there is not enough time to question or judge ideas...only enough time to just keep writing ideas that come to mind on post-it notes.**

The crew should begin with discussions centered on questions such as "How would LeaderX approach this pain point?" "How does LeaderX think about this pain point?" Perhaps, write down the specific beliefs, perspectives, or stances of LeaderX towards the pain point that the group has identified. After more clearly identifying LeaderX's views on the pain point, it is time to grow LeaderX's dreams by producing many, many new ideas for how to solve the pain point.

- All elements of the brainstorming process should be grounded in the themes and viewpoints of LeaderX. For example, when presenting an idea to a group, **delegates should sympathize with LeaderX's experiences and present the idea with "I think LeaderX would solve this issue by doing X."** (Please enforce this way of presenting ideas) Again, the objective here is to come up with as many solution X's from LeaderX's perspective.
- While brainstorming in a group, make sure to emphasize deferring judgement on new ideas, encourage wild ideas, build upon the ideas of others, stay focused on the topic, celebrate all ideas, and have fun!
- After throwing many new ideas around for how to solve the pain point, begin to cluster and synthesize ideas. Sometime, further discussions help to evolve these ideas.

When the crew has upon its solution(s) to the pain point, stop and ask, "Are these solutions representative of what LeaderX (and ALL stakeholders) does, thinks, says, and feels? If the answer is No, return to PART IV and revise the themes and conclusions made based off of the LeaderX map.

#### VI. Moving on with LeaderX (~15 minutes)

LeaderX and creative leadership does not end when your group agrees upon a solution during the brainstorming process. The next step will be to build consensus among those affected by the pain point and others interested in solving the pain point. For 15 minutes, the crew should develop an action plan for making your idea work in the real-world. The success of this process relies upon an ongoing LeaderX mindset that focuses on continual empathy that seeks to "understand those you serve" and how to consistently engage, motivate, and inspire them.

While developing an action plan to implement the solutions:

- It is important to focus on the "What" (vision: what does future success look like) as opposed to the "How."
- One metaphor is for delegates to "paint the beach house." Have everyone participate in visualizing and illustrating the vision of successfully implementing the solution to innovate the school and educational experience.

Ultimately, the crew should be prepared to give a 5 minute presentation to the other crews in the room detailing their chosen pain point and proposed solution. One element of the presentation is to explain how the proposed solution might be implemented. Here are some questions the crew might consider:

- What do those we serve value the most?
- What gets them excited about this activity or experience?
- What convinces them about the new solution?
- What parts of the new solution would stakeholders like to see improved?
- What did not work?
- What needs further investigation?



VII. Presentations (exactly 5 minutes per crew)

*All of the crews should be brought back into the room and settled down. A crew guide in the front of the room should manage the timer and make sure that each crew sticks to the 5 minute limit. Also, everyone should applaud after each crew presents.*

VIII. Debrief (25 minutes)

After all of the crews presented their ideas, the crew guides should gather their crew for a closing reflection and debriefing for the day. The reflections will revolve around 3 quotes presented on a slideshow.

#1 "Failure isn't fatal, but failure to change might be." ~ John Wooden (5 minutes)

- This morning, Hunter and Tyler challenged us to consider the fate of numerous organizations that failed to innovate.
- What do you think are the greatest obstacles to change and innovation?
- Do you think change and innovation are necessary? Why?
  - o The answer needs to be a resounding YES. Potential follow-up answers: change exposes us to new ideas and new opportunities to be more successful, innovation allows us to better serve our "customers" (stakeholders), society and technology are constantly changing so innovation is necessary to keep up.

#2 "Innovation distinguishes between a leader and a follower." ~ Steve Jobs (10 minutes)

- Having listened to our speakers and entrepreneurs this morning and been exposed to a creative problem solving strategy, how do you think about your role as a leader?
- **Explicitly explain that the focus of the day was to demonstrate that true leadership requires fostering creativity and imagination in others.**
- What can you do in your daily life to be an innovative or creative leader?

#3 "Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover." ~ Mark Twain (10 minutes)

- What are your thoughts on LeaderX? What was challenging?
- How might LeaderX help us "catch the trade winds" of creativity in the OA?
- Focus on the benefits of applying the LeaderX process back home:
  - o Simple six-step process that will be easy to relay at LECs and LLDs
  - o Levels the playing field between advisers, chiefs, and newcomers
  - o Ideas are proposed via the perspectives of those you serve (highlight: servant leadership)
- How might we apply LeaderX back home?
- How might we "throw off the bowlines and sail away from the safe harbor?"