NEXT

Innovation Day: Explore

Session Length: 30 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:

Delegates will be organized into crews of 15 – 20 and assigned a Crew Guide. The Guide will stay with their crew all day and may be used to assist with and/or lead sessions. Guides will take time to review key concepts during the day with their delegates. Delegates will be introduced to the LeaderX concept on Innovation Day. All sessions should demonstrate/include the LeaderX model of *Explore, Dream, and Discover.*

The "Explore" module will take crews through the first two steps of the LeaderX process, "Begin with a Pain Point" and "Understanding Those You Serve."

LeaderX begins with a generic "pain point." Rather than struggling and debating over what the specific problem or challenge is, a team should begin with a common acceptance of an area that is sticky or confusing or frustrating.

In the second step, all stakeholders in the selected problem area are identified. Whose feelings, experiences, or performance are invested in the pain point? Learn about what these people do, say, think, and feel in regards to the pain point. In order to do this and gain feedback from their perspectives, conduct interviews and observe their interaction with the pain point.

This session will be very active as participants practice interviews using the Story Corps app and then map out the stakeholders on the walls using large sheets of paper and post it notes. Crew guides will need to introduce the content as well as coach delegates throughout the necessary activities in this module. It is important that crew guides keep track of time and maintain a sense of intensity and urgency even if delegates don't think they have "finished" a particular activity.

Session Objectives:

At the end of this session, the delegate will be able to:
1. Understand how to identify and know who are "those you serve" involved in each pain point
2. Learn skills that will help you to understand the involved parties perspectives about the pain point, including, but not limited to:
    a. Interviewing
    b. Observing
    c. Asking questions, bot general and specific

Session Needs:
1. Technology
    a. Laptop/computer
    b. Projector
    c. Online stopwatch/timer app

SESSION NARRATIVE

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Introduction: 5 minutes

In this section, the primary trainer will provide a general description of the next 30 minutes (fast-paced requiring an open mind and flexibility) and provide the necessary groundwork for completing the next activities. This introduction should be very concise and to the point. The Signature Session will have already provided an introduction to the general process of LeaderX and a description of identifying pain points. The primary trainer should reiterate that innovation and creativity can be uncomfortable and/or confusing at times and that everything will be ok—the crew guides are there for the sole purpose of coaching the delegates through this new and exciting process. This introduction to the module should touch on these important training points:

- Define a pain point and why it is ok to start with just a general pain point rather than a very specific problem.
- Explain that innovation and creativity begins with empathy.
- Empathy means challenging your preconceived ideas and setting aside your sense of what you think is true in order to learn what is actually true
- Empathy: see an experience through another person's eyes, to recognize why people do what they do…accelerate learning by asking a lot of why or what if questions.
- Think like a traveler: like a visitor to foreign lands, try turning fresh eyes on your surroundings, no matter how familiar they are. Don't wait around; just expose yourself to new ideas.
- But empathy is not asking those you serve what they want and giving them exactly what they asked for….Need active listening and interviewing

Advance to slide 3 "The Plan". Take 30 seconds to layout the overall plan of the session, to define a general pain point, listen to those you serve, and drawing conclusions. The first real step in applying the newly learned skill of LeaderX.

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*After the introductory remarks and training, the primary trainer should immediately jump into the first activity (interviews). The trainer should explain that they will be going through a live simulation of LeaderX using the pain point of **arriving and registering at an event**. The introduction and explanation of the pain point should be very quick and unspecific. The trainer should explain that given that empathy is so important, interviewing and understanding those you serve on a deep level is absolutely critical. Slides with instructions and tips on interview should be on the screen and all crew guides should explain to their delegates how to use Story Corps.*

Trainer Tip: Crew guides should make sure that their delegates have downloaded and signed up for the Story Corps app before this session starts. Again, the subsequent activities are meant to be very fast paced. Crew guides should provide the training and coaching while participants go through activities.

- Spend about 30 seconds listing some ways that arriving and registering for an event can be unpleasant and could be a pain point. Pull from your own personal experiences, but keep it quick.

Advance to slide 4 "Conducting Your Interviews"

- A brief 1-2 minute introduction with instructions should provide interview techniques:
    - Five Why's: Ask "Why?" questions to the first five answers the person you are interviewing gives you. This forces them to examine and express the underlying reasons for their behavior and attitudes. This allows you and them to dig deeper into your assumptions.
    - Draw it: ask people you are interviewing to visualize their experience through a drawing or diagram…easy way to debunk assumptions and reveal how people think about and prioritize their activities (ex. would be to draw a timeline or flow chart or a story board with stick figures)
    - What is the person doing (actions)? – How is the person doing that and how do they feel (emotions)? – Why is the person doing that? In that way (motivations)?
    - Go deeper on questions: use simple, open ended queries to get someone to say more (ex. Why do you say that? What were you feeling at that point? What is that reason for that?). An important note, though, is to ensure not to question their feelings – if they say they are upset, ask them what upset them, but do not imply that their feelings are invalid.

- *Now, you will take turns interviewing each other in a role play activity to begin applying our new skill LeaderX. In the next 12 minutes, you will interview 2 of your peers one on one (preferably from a different crew), using the story corps app to record your encounter. The interviewer should determine what stakeholder the interviewee is, perhaps an elangomat, new ordeal member, registration staff member, etc, the possibilities are endless. The interviewer should use the skills listed on the slide now to make the interviews successful. Here are some other interview tips for making the most of your time.*

Advance to slide 5, "Bonus Tips"

- Other Interview tips:
  - Plan your questions in advance
  - Ask warm up questions to help you get into the flow of the your conversation
  - Ask open-ended questions such as "Can you explain" or "Tell me about" or "What was it like when"… this allows the speaker to steer you toward what is most important to him or her
  - Be prepared to ask follow up questions (remember 5 Whys)
  - Look for stories
  - Make sure to take note of the context of the speaker's answers
  - Encourage vivid details
  - Relax and have fun. Think of the interview as a conversation.
  - Don't be afraid of silence
  - Don't suggest answer to your questions.
  - Take cues: if an emotion emerges respond with "I sense that you are ____. How do you feel about ____?" ….if the answer was confusing respond with "I don't quite understand ____. Can you explain ____?"
  - Final question should always be "Is there anything else about your experience that you feel I should know as we work to improve pain point X?"

- During the next **12 minutes**, delegates should interview and record one another as they discuss and explain their experiences with registering at an event. Each delegate should **interview 2 other delegates (interviews should be one-on-one, 6 minutes each).**

Trainer Tip: To ensure that delegates approach the interviews efficiently, the primary trainer should set a stop watch on the screen for 6 minutes. After the first 6 minutes are up, the crew guides should ensure that delegates promptly move onto their next interview. The stop watch should be immediately reset. Crew guides should make sure to emphasize this as a fun, exhilarating, or exciting learning experience as opposed to a high-stress activity.

Drawing Insights from Interviews: 10 minutes

After the second interview, the delegates should gather in their crews to discuss highlights from their interviews and listen to parts of their Story Corps recordings. As they listen and discuss, they should write down key words or phrases on their post it notes. Crew guides should actively participate in this process to keep everyone moving forward quickly and to ensure that delegates are listening to themselves via the Story Corps app. As they discuss the interviews and jot down notes, the crew guides should help them place their notes on the stick figure personas and explain why it is important to distinguish between stakeholders' feelings and actions.

Trainer Tip: Delegates will likely be inclined to write lengthy notes on their post it notes, pause to re-listen to the recording, debate points brought up in discussion, jump to conclusions, or judge comments made by other delegates. Crew guides must keep the conversations moving, urge delegates to postpone judgment, and remind everyone to keep the post it notes clear and concise (3-6 words and legible).

- This session will require more hands on coaching from the crew guides as the delegates use the post it notes and posters to map out the "personas" of "those they serve." **Note: there can and should be multiple personas to map out. For this pain point, personas might include participants, event organizers, registration staff, etc.**

- On a large sheet of paper attached to the wall, participants should draw a large stick figure. For each post it note, write down just the main points or most important words that stand out from the interviews.
    - 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?