

## A Fresh Set of Eyes

*“Innovation means moving into uncertainty. To foster innovation, we need to embrace that. Learning only occurs when we step away from the familiar and accept the uncertainty that inevitably accompanies new experiences.”*

Jeanne Liedtka, Darden Business School, Batten Briefing, January 2015

I propose an ideation team of 7 – 10 who would apply design thinking to come up with innovative business models to create new economic opportunities for FTHPs, by working through and answering four questions:

### 1. What is?

The first of the questions is “what is?” which explores the status-quo, the current reality. We need a precise assessment and empathic understanding of what is happening today before we can start designing for tomorrow.

### 2. What if?

What possible opportunities/solutions have we not considered? Rather than constraints, why don’t we think about possibilities that may lead us to a future vision that doesn’t look anything like the present? In other words, “what if anything were possible?”

### 3. What wows?

Of all the possibilities we will come up with, which will we be excited coming in to work in the morning to work on? Which ideas possess a wow factor? What concepts will our stakeholders love and that we will be able to execute on, and deliver on, when we convert them into new offerings. The concepts that wow will be turned into prototypes and tested with actual users.

### 4. What works?

Ideas that have made it through the previous three stages will now be turned into small-scale prototypes. We will gather feedback from the users that will enable us to iterate and improve our solution. We will test the improved product with yet more users and repeat the process until we feel confident that we will be able to scale while delivering the value.

Adapted from:

Design Thinking: The 4 Questions That Will Help You Embrace Innovation by Greg Wasowski

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