EXPONENTIAL THINKING
INNOVATION PIONEERS TANKMEETING 3, 2016

This briefing paper includes key takeaways from the third tank meeting 2016 hosted by Stena in Gothenburg. Niclas Ingeström, Annika Elfström and Tobias Tolf from Stena lead the tank meeting that explored the theory and practice around prototyping and exponential thinking. The day included presentations about Stena, insights on the business at Stena Property and a workshop where the participants went from exploration to prototype in just a few hours.

PURPOSE

The purpose of the workshop was for the participants to explore the theory and practice around prototyping and exponential thinking. During the day, the participants learned the theory around exponential thinking through presentations and why it is important for companies to move away from incremental and linear thinking. To receive practical experience, the participants were divided into smaller groups and tested the theory in a workshop. The aim was to make the participants understand why striving for exponential thinking can create greater value for a company.

METHOD

The workshop began with an introduction and case description from Christel Armstrong Darvik, CEO at Stena Fastigheter AB. Darvik presented their business, market and the current challenge to meet the greatly increased need for housing.

7 steps to exponential thinking

Step 1: Be a diversified group of people that can bring different perspectives to the discussion.

Step 2: Identify a need

Step 3: Exploration

Step 4: Divergent Prototyping

Step 5: Peer Calibration

Step 6: Convergent Prototyping

Step 7: Exponential Roadmap

Based on the insights and the described needs on the market from Darvik, the participants were divided into smaller groups. Each group was given the task to solve the increasing need on the housing market. The teams used "10 x Labs" structure in the workshop. At the end of the day, each group presented their solution to the rest of the participants. Each presentation was recorded and uploaded to the Innovation Pioneers website.

DESCRIPTION

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The groups received a handout with templates of the "10 x Labs prototyping" structure. The process contained five steps: Exploration, Divergent Prototyping, Peer Calibration, Convergent Prototyping and Exponential Roadmap.

Exploration: In the first phase, the participants identified the users and what is the untapped opportunity that they will further explore. They also defined what they wanted to gain through prototyping.

Divergent Prototyping: In the following phase, the participants started prototyping and defined the different components, learning objective and outcome of each prototype. The groups could document the prototypes using photos, video or other tools.

Peer Calibration: After the prototyping, the groups were given 10 minutes each to present their idea and solution to another group and answer their questions.

Convergent Prototyping: In the following phase, the groups iterated their prototype and defined the problem, solution, unique value proposition and minimum viable prototype.

Exponential Roadmap: The last phase for the groups was to define their exponential endgame and what milestones were needed during the process. The groups also needed to define key components to reach the exponential endgame. Two examples were to define what exponential technologies and additional skills to the team were needed.

At the end of the workshop, the groups presented their findings and solution to the other groups. Each presentation was video recorded and uploaded to the Innovation Pioneers website.

LEARNINGS AND RESULTS

After the workshop, the participants shared their learnings from the workshop with each other. They found it very helpful to have a clear structure and templates through the workshop as it created a structured thinking process.

Another important aspect for the participants was to always have the need of the customer in the back of their minds and then develop it exponentially. It was argued that meeting the need is more important than the solution itself.

Furthermore, the participants found it very helpful to have continuous iterations and gaining feedback as a tool in the process. Prototyping early was useful and it does not necessarily need to be a physical prototype.

Lastly, the participants believed that challenging goals could create a more exponential mind-set in a company. Dare to aim high!

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