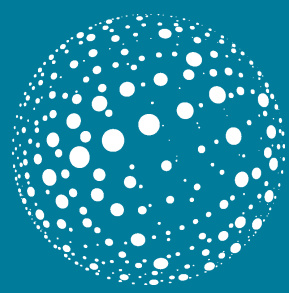


Ideating good challenges



A good challenge statement for the Imagine Workshop participants should be narrow enough to focus the reader yet broad enough to allow for creativity during the workshop. At this stage, we are not looking for solutions, we are asking for "IDEAs". Here are some tools that can help you create good challenges:

Start with a Point of View (POV) by having a user in mind, describing their needs and through discussions gaining some insight about it. The result of this process can be summarized through the sentence structure: [USER] needs to [NEEDS], because [INSIGHT]. These should be framed as problem statement that provide a narrow focus and inspire people to want to solve the challenge. For example: doctors need access to accurate medical records for chronically ill refugees they have to treat because throughout their migration route, refugees are treated by multiple doctors in multiple countries and must receive a good continuity of care in order to thrive, despite changing location often.

This problem statement can then be rephrased and reframed into a How Might We (HMW) question that facilitates innovation by opening for ideas to solve your challenge. The structure of the HMW is: How might we do A for B in a way that C so that D? For example: How might we design a mobile medical records system for doctors in a way that it can be used with any refugee no matter where they are treated, so that better care is provided to them throughout their route?

Sourcing great challenges through a highly distributed organization can be a challenge in itself. One IDEA Journey participant organization internally gathered 21 challenge statements and narrowed them to three (see Template in appendix). It found a few keys to success in engaging its global team: 1) simplify the instructions for preparing concepts to just a few paragraphs, 2) create a very simple one-page idea to share concepts plus an FAQ for anyone seeking additional information, 3) assemble a small team of technical leads to review all submissions; 4) engage senior leadership as executive sponsors to review and sign off on the finalists. It then pushed the opportunity out via email as well as through postings on its intranet. Finally, to ensure that the process added value even to those not selected to participate, it made the process very transparent and shared all submission with the broader agency.

Here is a sample of a request for IDEAs for posting on an intranet and/or via company-wide email.

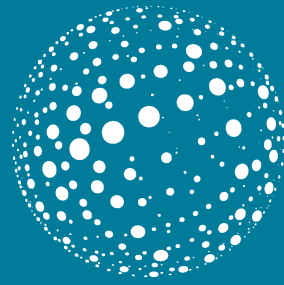
Seeking support in thinking BIG? We're kicking off a "Call for IDEAs" for teams that wish to hold a two-day IDEA Journey workshop in 2019 with expert business consultants. The workshop will go through a process of imagining how the work we do today could be done better tomorrow thanks to new capabilities of the digital economy. Our very short internal Imagine scenario template is [here](#), and submissions are due by [DATE]. More information in the FAQs [here](#).

What makes a good Imagine scenario?

- A scenario with the potential of at least 10 times more impact across multiple countries. Example: "How might we provide education opportunities for one million children on the move?"
- A problem or opportunity whose solutions you're willing to share (at least in part) with the broader humanitarian community. A version of the end product, an "IDEA/Dream book" will be made available to the sector
- IDEA scenarios could represent the transformation of an existing key business process, or a new concept with potential for scaled impact.

Please let us know if you have any questions.

Ideating good challenges



Once ideas were received, vetted and prioritized, the results were reported back to the finalists:

Thanks to everyone who participated in our Call for IDEAs! We've selected three finalists – [LIST OF THREE IMAGINE SCENARIOS SUBMITTED], and will work with our Consulting Partners and team leads to select the final for a 2019 supercharged design session. We want to celebrate the [number] submissions we received which represent a great cross section of areas where we see the opportunity for technology to accelerate breakthrough solutions. Check out the list here (finalists highlighted) and big shout outs and thank yous to all who participated!

When finally, a single IDEA was selected out of the three proposed scenarios, the following message was sent to announce the scenario they would be working on through the Imagine Workshop.

A final update on our "Call for IDEAs - from our three finalists, we worked with our Consulting Partners and team leads to select "[FINAL IDEA SCENARIO]" as the winner. Congrats to [PERSON] and team for their submission. We look forward to hearing about the results of your Imagine Workshop next [DATE WHEN WORKSHOP WILL TAKE PLACE]!

We hope that you can leverage our tools and these examples to source outstanding IDEAs from your organization.