



## Lead with a Cause:

### Intuit's Social Innovation Challenge



# Welcome to Lead with a Cause: Intuit's Social Innovation Challenge

Hello students,

We are so excited and honored for your participation in the Lead with a Cause: Social Innovation Challenge!

Today you embark on an incredibly important journey – to not only learn and apply the skills needed to help you develop as an innovator and leader in your community, but to also learn how to apply those skills to think big and take on real world challenges. Now more than ever, doing good things for the environments that surround us is critically important.

At Intuit, we are on a similar journey. Our company mission is to power prosperity around the world, which means we work hard to remove barriers and level the playing field so that everyone has the opportunity to be successful in life – however they choose. Everyday, our employees use the critical thinking skills you will learn through this challenge to solve our customers' toughest financial problems; from getting higher tax refunds, to helping small businesses succeed, to enabling every person to take better control of their financial lives.

As a company, it is important to us that we make a positive impact on the world we live in. We seek to drive long-term changes that will make a difference in the communities we serve – solving climate challenges, increasing diversity, equity and inclusion, creating jobs and teaching much needed skills. These are difficult problems that cannot be solved overnight, or alone. So it is a great pleasure to have young people like yourselves join us in that journey. Together we truly can make a difference for future generations to come.

We hope you find this program a rewarding experience – one where you get to learn from, connect with, and collaborate with new people and new communities. I would encourage you all to get creative and scrappy and think beyond what is possible to help bring to life innovative solutions to the problems you come across in the challenge.

So with that, I want to welcome you all to the challenge! Have fun with it and learn lots! We are looking forward to seeing all of the amazing work you will do!



**LARA BALAZS**

EVP, Chief Marketing Officer,  
and General Manager of  
Strategic Partnerships, Intuit

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# SOCIAL INNOVATION CHALLENGE

## Section 1: Introduction

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**Introduction to the challenge**

**Overview: Design for Delight**

**Entrepreneurship case study**

**Solution highlights**

**Timeline**

**Deliverables and rubric**



## The challenge

Entrepreneurship gives people the opportunity to do something they love, and make money while doing it. For example, Nicole Brown, a designer and traveler, inspired by her love for unique patterns, opened a clothing store, Ruth Nathan's, named after her grandfather a tailor and one of her inspirations. Nicole's mission is to create accessories that make people look and feel spectacular. Entrepreneurs have the opportunity to create something unique while also helping create jobs and opportunities in the community. For entrepreneurs to successfully launch and grow their businesses, access to funding, mentorship, supplies, and other resources are crucial. However, throughout history, entrepreneurship has been easier for certain groups of people, and more difficult for others. Black, Latinx, indigenous, people of color, women, and individuals in rural areas receive significantly less financing through loans or investments:

2.8%

of funding went to women-led startups in 2019. In 2020, that fell to 2.3% (Crunchbase, 2020).

12%

of decision-makers at Venture Capital firms are women, and most firms still don't have a single female partner (HBR, 2020).

12%

of black and Latino business owners who applied for PPP (Paycheck Protection Program) loans during the pandemic reported receiving what they asked for. (Fortune, 2020).

UP  
TO 90%

of minority and women owners shut out of Paycheck Protection Program (CBS News, 2020).

This fall, Intuit presents the Lead with a Cause: Social Innovation Challenge, a two month-long innovation experience led by teams of high school students. You and your friends are challenged to tackle the following question:

How might we help underrepresented business owners access equitable opportunities to entrepreneurship and small business ownership?



# Lead with a Cause: Social Innovation Challenge

Lead with a Cause is a 2 month-long innovation challenge that starts in November, with teams of high school students working together to create solutions designed to increase equitable access to entrepreneurship. Beginning in November, students will work in teams to identify a problem that a customer group is experiencing related to a lack of equitable opportunity relating to entrepreneurship. Students will work through Design for Delight, a process to identify, test, and adapt solutions. In the final phase of the challenge, students will create a prototype and submit their innovations to Intuit. Finalists will be announced January 21st, 2022 and provided with funding and a mentor to further develop their solution. Finalists will then submit their final product in March to Intuit. Prizes will then be awarded and teams will have the option to continue designing their product and increase its impact.

## Overall Winners



### 1ST PLACE

Each team member will receive a \$5,000 scholarship  
Each team member will receive an iPad Pro



### 2ND PLACE

Each team member will receive a \$2,000 scholarship  
Each team member will receive an iPad Mini



### 3RD PLACE

Each team member will receive a \$1,000 scholarship  
Each team member will receive AirPods Pro

## Regional Winners



### 1ST PLACE

Each team member will receive a \$1,000 scholarship  
Team will be awarded \$5,000 to implement and improve their idea  
Team advances to Final round



### 2ND PLACE

Each team member will receive an Intuit swag box



### 3RD PLACE

Each team member will receive an Intuit swag box

All participants will get to take the Design for Delight Certification (\$100 value)

# Overview: Design for Delight

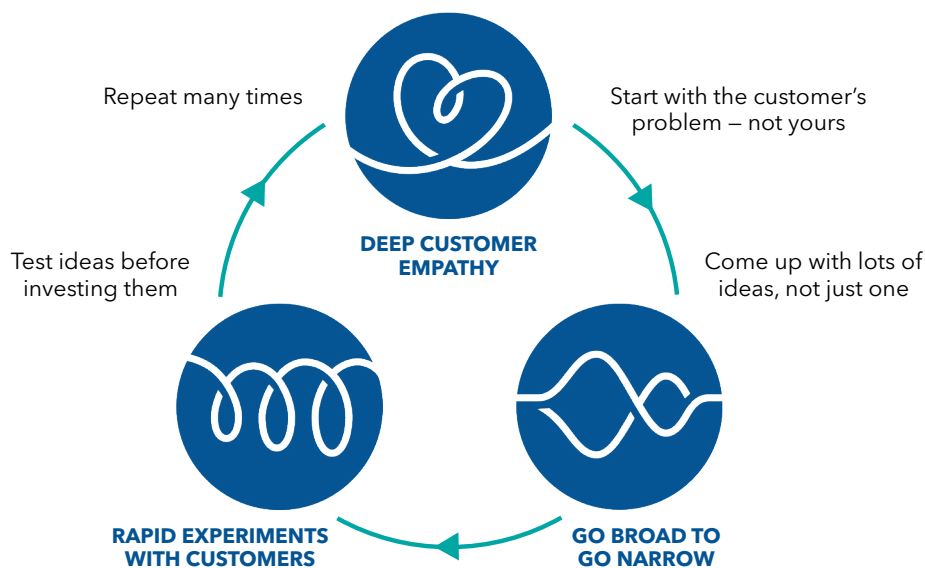
During the Lead with a Cause: Social Innovation Challenge, students will work in teams to identify customer problems in their community and collaborate to design solutions. Teams will use the Design for Delight process throughout their semester-long design journey.

## What is Design for Delight?

We live in a world where many things are designed to create solutions to challenges. For example, long walks to get to school can be a challenge. Solutions such as bikes and rideshares have been designed to increase access to transportation. However, not all designs provide the solution that the person experiencing the challenge needs. In Design for Delight, our goal is to approach problem-solving with a mindset of understanding the customer's needs, and adapting our solution depending on their feedback. By understanding the problem and empathizing with the people who are affected, you can come up with ideas that get to the heart of the customer's challenges.

## Phases of Design for Delight

Many traditional problem solving methods work step by step; however, when solving a problem you may need to move between creating ideas and testing ideas. Design is not a linear process. Design for Delight emphasizes the importance of revisiting steps in the design process. Only after testing the product with your customer and adapting the solution according to their needs, can you settle on an idea that captures the customer's desired experience.



## Meet an entrepreneur



Courtesy of effiespaper.com

### Kalyn Johnson Chandler of Effie's Paper

Kalyn is a "lawyer turned entrepreneur" with a love for all things sparkly, fashionable, and fun! Kalyn founded Effie's Paper and named her company after her grandmother, a role model and fashion lover. Kalyn's passion for business has also led her to author several business books to share strategies with the world. One of her goals as an entrepreneur is to empower female business leaders.



Courtesy of <https://www.gracelovecandles.com/>

### Jamahl Grace, founder of Grace+Love Candle Co.

Jamahl, a creative entrepreneur, founded Grace+Love Candle Co. when he found how difficult it was to purchase candles without going to a retail store. Grace+Love Candle Co's mission is to create an experience for your office and home that is affordable and safe by using natural, high-quality ingredients. Jamahl has created an online candle retail experience that includes a monthly candle membership and affordable options shipped directly to your home.



# Entrepreneurship case studies

As you prepare for the Lead with a Cause Challenge, you will identify needs that certain populations face in regards to access to entrepreneurship and small business ownership. These discussion exercises will help prepare you to identify inequalities and lack of access.

Read the following case studies and answer the discussion questions with your team.

## CASE STUDY 1

### Half Moon Empanadas

Located in Miami, FL and founded in 2008, Half Moon Empanadas originated from Pilar Guzman Zavala and Juan Zavala's dream to serve empanadas made from scratch with top-of-the-line ingredients. Half Moon Empanadas has blossomed into a chain of restaurants employing over 100 people. In 2020, the COVID-19 pandemic shook the nation and severely affected the food service industry causing a 2.5 million decrease in food service jobs (National Restaurant Association, 2021). With Half Moon Empanadas being impacted by the pandemic, Pilar applied for a relief loan to support her employees. Pilar's financial history includes business bank accounts and records that date back over a decade, yet she found herself waiting over a month while her first two applications were stalled. Pilar continued to hunt for lenders to process her application and provide relief to her employees. After a month of searching, she found a small local bank that would process her loan. When asked about her experience applying she commented, "The financial system doesn't get to truly small business, Hispanic businesses, women-owned businesses. It just doesn't." Of the lenders who reported demographic data, out of 996,000 loans, 71% of dollars went to white-owned businesses (New York Times, 2021).

#### Questions to discuss with your team

1. How do you think Pilar came up with her idea? What do you think her first five steps were to start her business and what challenges might she have faced?
2. What would an entrepreneur need access to if their business is impacted by unknown circumstances such as pandemic?
3. How long did it take for Pilar to apply for and receive a financial relief loan? What challenges did she and her 100 employees face while waiting for the loan to come through?
4. What barriers did Pilar experience to applying for a loan?
5. This case study illustrates inequality in that a Latinx business owner applied for several loans and was stalled out in the process while majority white businesses owners received relief. How can we help solve this inequality?

## CASE STUDY 2

## Bevel

In 2012, Tristan Walker was an entrepreneur in residence at a well-known venture capital firm (VC) dedicated to creating ideas that solved problems in unique ways. The idea that resonated with Tristan the most was inspired by his everyday experience with shaving. As a black man, Tristan found that he would avoid shaving because of painful bumps resulting from the razor. When he searched the market, he was unable to find a razor made for curly, coarse hair that did not cause severe skin irritation. Tristan knew he was far from alone—as many as 80% of black men experienced this problem as well other men of color (US News, 2015). To add to this, many of the beauty products designed for black, indigenous, people of color (BIPOC) had their own aisle with products containing out-dated pictures and low quality packaging (How I Built This, 2019).

Tristan set out to create a razor designed to provide a comfortable and luxurious shaving experience for men of color. He paid great attention to detail, all the way down to the packaging of the product, to ensure that the customer felt valued. Tristan visited multiple venture capital firms to get funding for his product so that he could begin selling it in stores. When he would visit these firms, Tristan would bring in products that were in stores to show the need for high-quality shaving and beauty products that included BIPOC shavers. Still, Tristan was turned away by many of the VCs who, instead of viewing shaving from a diverse perspective, turned Tristan down because they thought no one was experiencing this problem. A 2020 Reuter's study found that black business founders receive only 3% of Venture Capital funding even though around 10% of American businesses are black-owned (Reuters, 2021). Finally, Tristan was able to gather a small amount of funding to start Bevel. As soon as Bevel hit stores it began selling out, and stores like Target began carrying Bevel. Today, Tristan runs an entire brand of hair and beauty products, Walker & Company.

Tristan also co-founded Code2040, a nonprofit that helps Black and Latinx technologists get jobs at companies like Intuit, Google, DoorDash, and Goldman Sachs. Find out more at [www.code2040.org](http://www.code2040.org).

### Questions to discuss with your team

1. What problems led Tristan to create Bevel? Who is Tristan's customer?
2. Tristan is a Black man that founded companies that cater to Black men. Why do you think he still researched his audience?
3. Before designing Bevel, how did Tristan research the problem? Why would research be helpful in designing Bevel?
4. What would Tristan need access to create and sell Bevel in stores?
5. Tristan met with many different Venture Capitalist firms (VCs) to get funding for Bevel. He clearly described the lack of a comparable high-quality product and brought examples. What was the reaction from the majority of the VCs?
6. This case study illustrates inequality in that Black entrepreneurs receive less than 3% of VC funding. How can we help solve this inequality?

## Lead with a Cause timeline



### Call for submissions

November 15, 2021

Teams have 9 weeks to work on their solutions and submit by January 14, 2022



### Regional winners announced

January 21, 2022

1st, 2nd, 3rd from each region announced

1st place winners advance to final round



### Final round

January 21 – March 18, 2022

Teams have 8 weeks to improve and scale their solutions and submit by March 18, 2022

Teams will be assigned mentors for the 8 week period



### Overall winners announced

March 25, 2022

1st, 2nd, 3rd announced

# Challenges deliverables

What is a successful submission?

Activity	Deliverable	Weight
<b>Complete Design for Delight Level 1 course</b>	Design for Delight Course Completion Certificate Completion will be verified by Intuit team on the NovoEd platform Sign up here: <a href="https://intuit.novoed.com/#!/courses/d4d_external_nov2021/flyer">https://intuit.novoed.com/#!/courses/d4d_external_nov2021/flyer</a>	10%
<b>Video submission</b>	Design for Delight Pitch Video: 3 minutes, outline of video and suggested time frames provided below: <ul style="list-style-type: none"> <li>- Team intro: 20 seconds</li> <li>- Identify the customer problem statement and how your team reached it: 40 seconds</li> <li>- Identify the solution and how your team reached it: 90 seconds</li> <li>- How the solution will impact the world: 30 seconds</li> </ul>	40%
<b>Written Submission</b>	Answer written questions on Awardforce submission platform (questions listed below)	25%
<b>Supporting documents</b>	Resources that showcase work (ex. Workbook notes, Picture of Brainstorming, etc.)	25%

## Written Submission Questions

1. Deep Customer Empathy: Why is customer empathy important? Share who your customers are, how many people you connected with to gain empathy, how your team gained empathy for your customers, and what you learned/found surprising through the experience.
2. Customer Problem Statement: What is your team's Customer Problem Statement? What led your team to determine this was the problem to focus on? Share details around the "why" for choosing this problem.
3. Brainstorming: How did your team come up with ideas to solve? Describe the process for brainstorming, and strategies your team used to go big with your ideas.
4. Narrowing: Describe your solution idea in detail. How did your team decide on the solution idea to test out? Be specific on the strategies your team used to narrow in on the solution.
5. Rapid Experiments: What are your team's ideas for prototyping and testing your solution? Please share experiments your team has considered, is trying out or have run to test if your solution works and meets the needs of your customers. What are your team's next steps with your idea?

# Social Innovation Challenge rubric

Which team most effectively applied Design for Delight processes to develop their solution?

Directions: Use the criteria to identify whether students are meeting, approaching, or not yet meeting the outlined expectations. Choose a number between the range listed below to demonstrate how the students met each criteria.

Written evaluation criteria	Meeting or exceeding expectations (9-7)	Approaching expectations (6-4)	Not yet meeting expectations (1-3)
Deep Customer Empathy	Explains who their customers are, how they chose those customers, and how they learned about them. Customer research goes beyond assumptions and common knowledge and provides evidence (interview notes, etc.) of conducting 4+ customer interviews.	Explains who their customers are, how they chose those customers, and how they learned about them. Demonstrates basic customer research but does not go beyond assumptions and common knowledge. Conducted 1-3 customer interviews. Explains who their customers are, and somewhat explains how they chose those customers. Customer research is not clear and uncertain whether they met with any customers.	Explains who their customers are, and somewhat explains how they chose those customers. Customer research is not clear and uncertain whether they met with any customers.
Customer problem statement	Provides a clear and simple summary of the main customer problem the business is trying to solve. It will include the causes of the problem, and clearly explains how the problem affects customers.	Provides a clear summary of the main customer problem the business is trying to solve and includes the causes of the problem. Demonstrates a developing understanding of how the customer is affected by the problem.	The summary of the main customer problem is somewhat unclear. It does not clearly include the causes of the problem, and/or how the problem affects customers.
Brainstorming	Describes their process for coming up with a wide range and large number of ideas to solve the customer problem. The ideas represent bold, creative thinking and that teammates treated "no idea as a bad idea".	Describes their process for coming up with ideas to solve the customer problem, including a wide range and large number of ideas. Ideas represented are somewhat innovative, and include a relatively new approach or improve an existing approach to solving the customer problem.	The description of their process for coming up with ideas to solve the customer problem does not include a wide range or large number of ideas. The ideas presented do not clearly explain a new or improved approach to solving the customer problem.

<b>Narrowing: idea selection and focus</b>	Explains the team's reason for choosing their solution from a variety of ideas, using what they know about their customers and the problem. Solution presented is focused, innovative, and directly linked to the customer problem.	Provides a somewhat clear explanation of the team's reason for choosing their solution from a few ideas, using what they know about their customers and the problem. Solution presented is focused and directly linked to the customer problem.	Does not clearly explain the team's reason for choosing their solution. Solution presented is not fully focused or linked to the customer problem.
<b>Rapid experiments</b>	Explains how they will create simple prototypes and use fast, easy experiments to better understand possible problems with their business, and use the results of these experiments to improve their approach.	Demonstrates a developing understanding of how they will create simple prototypes and use fast, easy experiments to better understand possible problems with their business, and use the results of these experiments to improve their approach.	Does not clearly explain how they will create simple prototypes or experiments to understand possible problems with their business. Does not clearly explain how they will use the results of these experiments to improve their approach.
<b>Video evaluation criteria</b>	Video covers empathy research to explain the key problem the student team is solving. Includes their solution and how they have been able to positively impact the lives of others. Addresses what they would like to do next to continue to support their target audience.	Video explains the key problem the student team is solving but does not include empathy research. Includes their solution and how they have been able to positively impact the lives of others. Somewhat addresses what they would like to do next to continue to support their target audience.	Video does not clearly explain the key problem the student team is solving or include empathy research. Video does not clearly explain the solution or address what the team would like to do next to continue to support their target audience.
<b>Supporting documents evaluation criteria</b>	Team provides supporting documents that demonstrate application of Design for Delight and group effort to go through methodology as they developed their innovative solution. These can be notes, images of working sessions, etc. Submission artifacts will vary by team entry. Artifacts demonstrate breadth of engagement.	Team provides supporting documents that somewhat demonstrate application of Design for Delight and group effort to go through methodology. Submissions show a basic level of engagement with the Design for Delight process.	Team provides supporting documents that do not clearly demonstrate application of Design for Delight or group effort to go through methodology. Submissions show minimal engagement with the Design for Delight process.





# DESIGN FOR DELIGHT

## Method workbook

Complete the Design for Delight Level 1 course before beginning this workbook to provide context to the activities.





# Deep Customer Empathy

## Section 2: Follow-me-home

Observing real behavior is the gold standard for learning what customers care about most. Follow-me-homes are a fast and easy way to observe people experiencing the problems and barriers to access we hope to solve.

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**Prework:** 10 minutes

**Follow-me-home notes:** 50 minutes

## Follow-me-home prework



10 MINUTES

**Goal:** Start by deciding what type of situations or behaviors you wish to learn more about, then identify the customers you'll observe. Go to where the customer is experiencing the problem. You can do this by connecting either in person or virtually using a tool like Zoom.

**Instructions:** Record the answers to the questions in the spaces below. Use your notes to help you decide what you would like to observe and who you will follow home. Ask for permission to take pictures. Everyone should take notes.

What would you  
like to observe?

Who could you  
"follow home?"

**Goal:** Identify team roles for this activity.

**Instructions:** Record your all of your teammates names and assign roles.



### WATCH OUT

Don't interview. It's OK to ask a few questions to get the conversation started, but don't let your follow-me-home turn into an interview. Focus on observing real behavior, listening, and asking "why" questions.

STUDENT NAME	STUDENT ROLE (IF APPLICABLE)
	Lead
	Photographer
	Time Keeper

## Follow-me-home notes



50 MINUTES

**Goal:** Connect with your customer to observe and understand their needs, struggles, and opportunities. After you have finished, debrief with your team. Share observations, barriers to access, and surprises.

**Instructions:** Interview multiple customers and use this page as a template for your notes. After completing the “follow-me-home” activity, meet with your team and record your observations.

1. What observations did you make during the activity?

2. What surprised you?

3. What barriers to access did you observe?

# Deep Customer Empathy

## Section 3: Customer problem statement

Once you have interviewed your customers, you now have quite a bit of information on some of the challenges they experience. Answering “What is the customer problem?” in detail helps teams align and agree on which problems to solve, and then more effectively communicate with partners and stakeholders.

---

**Creating a problem statement: Case study 1:** 10 minutes

**Creating a customer problem statement:** 30 minutes

**Final customer problem statement:** 15 minutes

## Identifying a problem: Case study 1



10 MINUTES

**Goal:** Identify the problem (barrier to access) Pilar experienced in case study 1.

**Overview:** Creating a problem statement grounds a team in what they are hoping to solve. A problem statement should describe what the customer is experiencing.

**Instructions:** Read case study 1: Half Moon Empanadas on page 9 and discuss the barrier to entry that Pilar experienced when applying for crucial funding to support her employees during the COVID-19 pandemic. Identify her biggest problem and write it in the space below.

## Creating a customer problem statement



30 MINUTES

**Goal:** Describe in detail “What is the customer problem?”, and agree on which problems to solve.

**Overview:** Go broad, and write down many potential problem statements based on your recent customer empathy. Don’t speculate, focus on real problems you’ve actually observed.

**Instructions:** Record your list of problems and share them with your team. If you observed more than one problem, which is often the case, then write a specific problem statement for each one.

PHRASE	I AM A:	I AM TRYING TO:	BUT:	BECAUSE:	WHICH MAKES ME FEEL:
Description	A narrow description of the customer (not you!)	The customer’s desired outcome	The problem or barrier that the customer faces	Root cause of the problem or barrier	Customer emotion
Team Notes					



## Creating a customer problem statement, cont.

PHRASE	I AM A:	I AM TRYING TO:	BUT:	BECAUSE:	WHICH MAKES ME FEEL:
Description	A narrow description of the customer (not you!)	The customer's desired outcome	The problem or barrier that the customer faces	Root cause of the problem or barrier	Customer emotion
Team Notes					

## Finalize your customer problem statement

15 MINUTES

**Goal:** Go narrow, and select a single problem statement on which to focus.

**Instructions:** Collaborate with your team and record your final problem statement.

### WATCH OUT

The problem statement itself is not as important as the process your team will go through to develop it. Your understanding of the customer problem will improve over time, so don't be surprised if you and your team revisit and update the customer problem statement from time to time.

PHRASE	I AM A:	I AM TRYING TO:	BUT:	BECAUSE:	WHICH MAKES ME FEEL:
Your Notes					

# Deep Customer Empathy

## Section 4: Ideal State

This is a description of a future state where an important customer problem or opportunity has been solved to such an amazing degree that the outcome seems almost impossible.

---

**Ideal State template:** 20 minutes

**Final Ideal State:** 10 minutes

# Ideal State

20 MINUTES

**Goal:** From the customer’s point of view, imagine “a perfect world” in the customer’s future.

**Overview:** The Ideal State is a description of a future state where an important customer problem or opportunity has been solved to such an amazing degree that the outcome seems almost impossible. For example, when the Khan Academy describes their goal “providing a completely free education to every single person on earth”. That’s an Ideal State. Another example is Toyota declaring they want to make “cars that never break”.

**Instructions:** Refer to your customer problem statement(s) as your starting point. Share and discuss your list of problem statements as a team. Take the view of your customer, write down their idea of a perfect world, how it would benefit them, and make them feel.

PHRASE	IN A PERFECT WORLD:	THE BIGGEST BENEFIT TO ME IS:	WHICH MAKES ME FEEL:
Description	Bold statement of a future state that is borderline unachievable (perfect outcomes, not specific solutions)	The improvement in the customer’s life once the ideal state is achieved	Emotion
Team Notes			

## WATCH OUT

Don’t stop with an incremental Ideal State, or an Ideal State that describes solutions that already exist today.

## Finalize your Ideal State



10 MINUTES

**Goal:** Select one Ideal State that best captures the future vision for your customer. The best Ideal States motivate and inspire.

**Instructions:** Refer back to the Ideal State template and collaborate with your team to choose one ideal state.

In a perfect world:

The biggest benefit to me is:

Which makes me feel:

# Go Broad to Go Narrow

## Section 5: 7 to get 1 brainstorming

What problem are we trying to solve? The 7 to get 1 method is a great way to turbo-charge your brainstorming, and help you and your team explore truly different ideas.

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**First idea:** 5 minutes

**Six more ideas:** 10 minutes

**Remix with the team:** 10 minutes

## First idea

5 MINUTES

**Goal:** Share your first idea with your teammates.

**Instructions:** Each team member silently writes down or sketches their “best idea” in the space below.

My best idea...

## Six more ideas

10 MINUTES

**Goal:** Continue sharing as you remix, rebuild, and generate new ideas until each person on the team has at least seven distinctly different ideas (hopefully more!).

**Overview:** Consider several ideas which are very different from your first idea, share with your team members as you go. Create new ideas based on what you hear from others, remixing, rebuilding, and re-creating.

**Instructions:** Brainstorming, writing down, and sketching additional ideas in the space below.

②

③

④

⑤

⑥

⑦



# Remix with the team



10 MINUTES

**Goal:** Together, build off of one another's ideas and add more!

**Instructions:** Share your ideas with your team. Record what you share in the space below.



# Go Broad to Go Narrow

## Section 6: 10-vote exercise

Share your groups ideas and collaborate as a team to narrow in on one impactful idea.

---

**10 vote narrowing:** 10 minutes

**Discussion time:** 5 minutes

# 10 vote narrowing

10 MINUTES

**Goal:** Vote as a team to select an impactful idea.

**Instructions:** Each member should refer back to page 26 to share their ideas from their brainstorm session. Members can mark the ideas they are most excited about with a star. After listening to each other's ideas, each team member can vote on the 10 ideas they feel are most impactful. Use the spaces below to record your votes. Distribute your votes anyway you like, even allocating multiple votes to the most impactful ideas.

① _____	② _____
③ _____	④ _____
⑤ _____	⑥ _____
⑦ _____	⑧ _____
⑨ _____	⑩ _____

## Discussion time

5 MINUTES

**Goal:** After going broad, it's time to go narrow and identify a few ideas your team is interested in exploring.

**Instructions:** Discuss the results from voting and if necessary, run additional voting sessions to continue narrowing further. Record any thoughts in the space below.

# Go Broad to Go Narrow

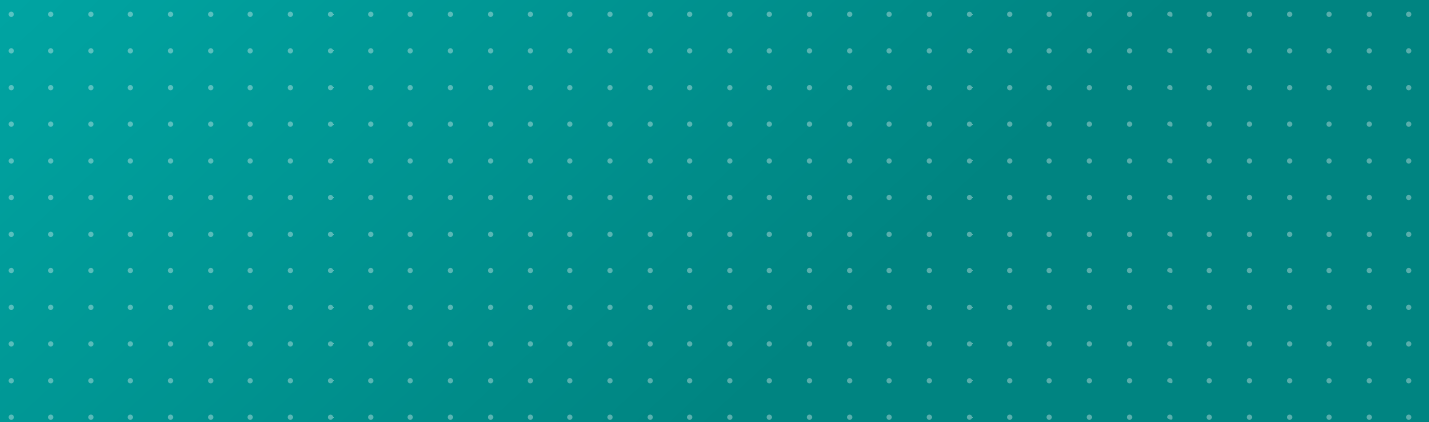
## Section 7: Storyboards

Once you have narrowed to a specific idea, it is important to make the idea tangible, concrete, and visual so you can communicate the idea to others.

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**Creating a storyboard, case study 2:** 20 minutes

**Storyboard:** 20 minutes



# Practice a storyboard: Case study 2

20 MINUTES

**Goal:** Create a story that illustrates Tristan Walker’s idea to create Bevel in case study 2.

**Overview:** Storyboards illustrate how a customer will interact with your solution. Practice creating a storyboard using case study 2. Consider how Bevel would work when in use by a customer. Think about the problem Tristan Walker experienced as a black man when using a razor not designed for curly or coarse hair. Think about where the customer would find Bevel (store). Discuss how the customer would experience the solution, how would the customer interact with the solution and how would it make them feel? Finally, identify the end result of the solution.

**Instructions:** Read case study 2: Bevel, discuss the problem Tristan Walker and many black and Latinx men experience with the razors available. Identify the solution Tristan created and how customers would interact with this solution as well as its value. Draw pictures to illustrate this in the boxes below. Use quick sketches and refrain from getting caught up in the details.

<p>① The customer experiencing the problem</p>	<p>② How the customer discovers the proposed solution</p>	<p>③ How the customer experiences the solution: Part 1</p>
<p>④ How the customer experiences the solution: Part 2</p>	<p>⑤ How the customer experiences the solution: Part 3</p>	<p>⑥ The end result, where the customer benefit is delivered</p>

# Creating your storyboard

20 MINUTES

**Goal:** Create a story that illustrates your idea. Be clear and concise, so someone else can understand you.

**Overview:** Consider how your solution idea works in practice, through the customer's perspective. Focus on the key moments in this journey, then draw each moment with a quick description.

**Instructions:** Draw a picture of the following steps in each of the six boxes, along with a brief description. Share your storyboard with someone who is not familiar with your concept, and check to see if they understand your idea. Update your storyboard to include more steps and details as you learn what works and what doesn't, and to help foster a conversation on your team.

<p>① The customer experiencing the problem</p>	<p>② How the customer discovers the proposed solution</p>	<p>③ How the customer experiences the solution: Part 1</p>
<p>④ How the customer experiences the solution: Part 2</p>	<p>⑤ How the customer experiences the solution: Part 3</p>	<p>⑥ The end result, where the customer benefit is delivered</p>

## WATCH OUT

Avoid words or drawings that are too abstract or high level. Try your best to draw what it actually might look like when a customer uses your solution. Don't worry about making your drawings perfect. Just capture the essence of the idea quickly, so you don't overthink it.



# Rapid Experiments with Customers

## Section 8: Leap of Faith Assumptions (LOFAs)

LOFAs are a subset of all the assumptions you are making about your solution, and help focus your experiments and energy on the areas of greatest risk.

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**Identifying all assumptions:** 10 minutes

**Leap of Faith Assumptions:** 10 minutes



# Identifying all assumptions



10 MINUTES

**Goal:** Begin identifying assumptions you are making about your solution.

**Overview:** Assumptions are what we think something or someone will do, but we do not have proof. For a solution to work, it is important to identify what we think will need to happen in order for the solution to be successful.

**Instructions:** Brainstorm as many assumptions as you can, record them in the space below. Assumptions are anything that must be true for your idea to be successful, such as customer behaviors, technology, business, data, etc.

# Leap of Faith Assumptions



10 MINUTES

**Goal:** Categorize your assumptions.

**Overview:** Leap of Faith Assumptions, or LOFAs, are the assumptions you are making about your solution, that are areas of greatest risk. LOFAs should be related to your specific solution idea, and are the assumptions that: 1. determine whether the product will succeed and 2. Have not yet proven to be true in practice elsewhere.

**Instructions:** Record your assumptions on the 2x2 matrix below. When all assumptions have been placed on your 2x2 matrix, confirm each assumption is in the proper relative location. Your Leap of Faith Assumptions are now located in the upper right corner!

		Crucial for success
Proven in practice elsewhere		
		Not proven in practice elsewhere
		Not crucial for success

# Rapid Experiments with Customers

## Section 9: Hypothesis statement

Without a clear hypothesis statement, you won't know whether or not your experiment was successful.

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**Hypothesis statement:** 20 minutes

**Final hypothesis statement:** 10 minutes

# Hypothesis statement



**Goal:** Go broad and develop multiple hypothesis statements to share with your team.

**Overview:** A hypothesis statement grounds your team in what you are trying to prove and whether or not the test was successful. Below is a chart describing common types of experiments. Read about each type and choose an experiment type to test your hypothesis.

**Instructions:** Identify the Leap of Faith Assumption you want to test. Then, go broad and individually write down many potential hypothesis statements. Share and discuss your list of statements as a team. Remember, sending a survey is not an experiment.

PHRASE	IF WE:	THEN:	WHICH WILL BE MEASURED BY:	SUCCESS METRICS WILL BE:
Description	How will the experiment work?	What is the outcome you expect from your experiment?	How will you know if it was successful?	The minimum number or percentage needed for success
Your Notes				

# Final hypothesis statement

10 MINUTES

**Goal:** Working with your team, go narrow, and select a single Hypothesis statement on which to build your experiment.

**Instructions:** Refer back to the previous worksheet and as a team select a single hypothesis statement and record it in the spaces below.

How will the experiment work?	What is the outcome you expect from your experiment?
If we:	Then:
How you will know if it was successful?	The minimum number or percentage needed for success.
Which we will measure by:	Success metric(s) will be:

# Rapid Experiments with Customers

## Section 10: Prototyping

It is important to make our conceptual ideas tangible as quickly and cheaply as possible, so that we can get feedback and improve the idea.

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**Principles for effective prototyping:** 10 minutes

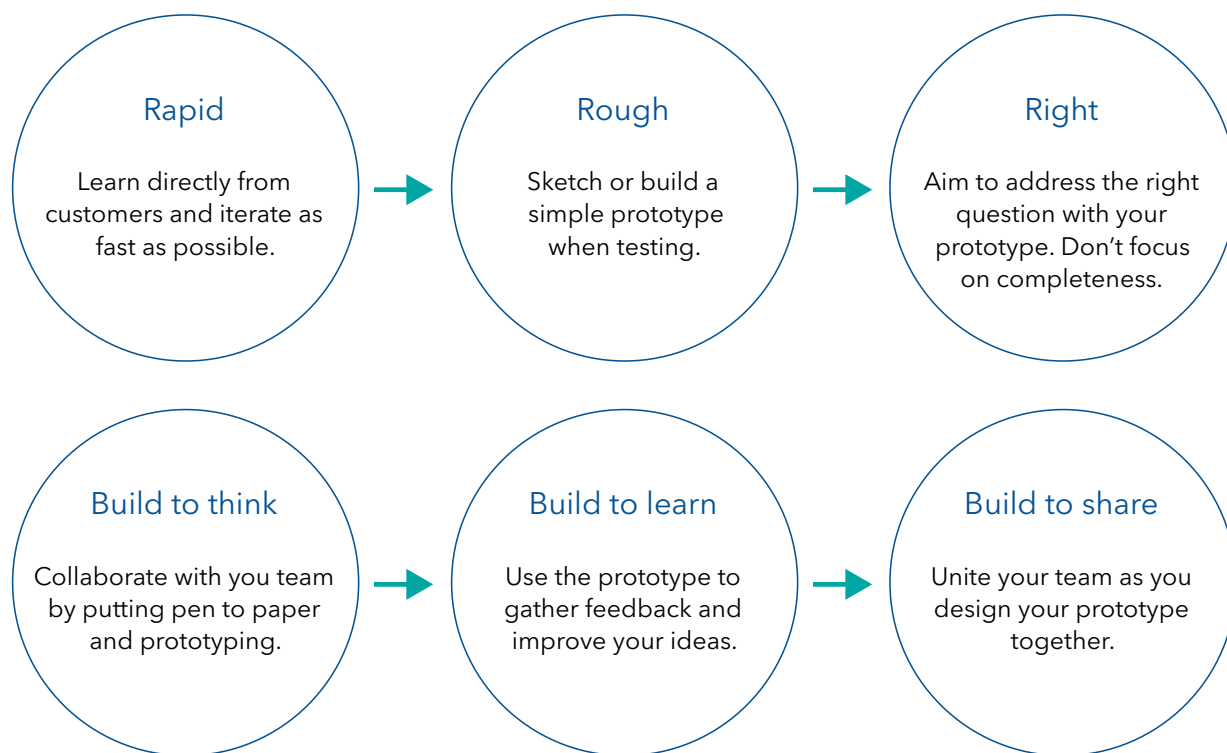
**Sketch prototype:** 10 minutes

# Principles for effective prototyping

🕒 10 MINUTES

**Goal:** Go narrow, and select a single hypothesis statement on which to build your experiment.

**Instructions:** Read and review the principles below with your team.





# Sketch prototype

 10 MINUTES

**Goal:** Sketch your prototype and then begin building.

**Instructions:** You can create a sketch prototype in the space below. Next, use any tools you have at your disposal to create a simple prototype. Use the principles above to anchor your team as you design your prototype.