

Reimagined Core Workshop

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EVP & GM, Core Solutions

Let's recap...

Reimagined Core: Guiding Principles



Business Model

Shift business model from a focus on the sales and adoption process to a maniacal focus on teachers and their classroom context



Offering

Focus our offering to match what the teacher will use and manage daily – stop overserving



Go-to-Market

Reduce the complexity of the GTM process by reducing and simplifying the offering and perceived price

Strategic Moves to Reimagine Core

- 1 Deliver simpler, focused, lower cost offerings
- 2 Focus on the TEACHER, not the adoption process
- 3 Develop in a continuous delivery model with feedback loop and tight capital parameters
- 4 Reduce operational and GTM complexity
- 5 Implement subscription pricing

What is required for success?

Strategic Moves	People	Process	Technology
Deliver simpler, focused, lower cost offerings			
Focus on the TEACHER, not the adoption process			
Develop in a continuous delivery model with feedback loop and tight capital parameters			
Reduce operational and GTM complexity			
Implement subscription pricing			

Managers → Makers

Build → Measure → Learn



I wonder...
How Might We...
Do all this?!

Design Thinking Comes of Age

*The approach, once
used primarily in product
design, is now infusing
corporate culture.*

by Jon Kolko

Idea in Brief

THE CHANGE

Increasingly, corporations and professional services firms are working to create design-centric cultures.

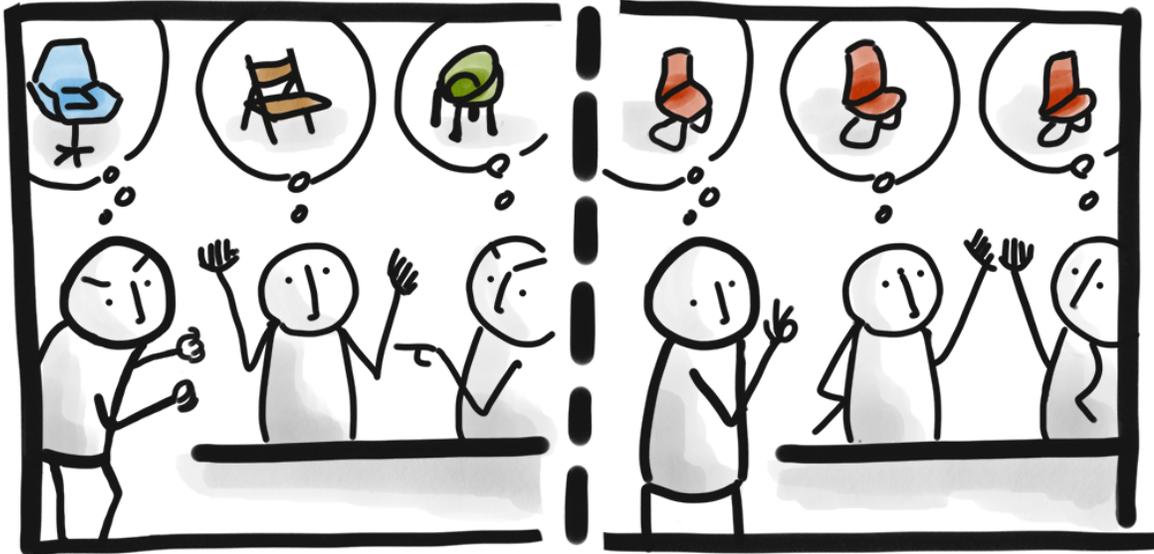
THE REASON

Many products, services, and processes are now technologically complex. People are not hardwired to deal well with high levels of complexity. They need help.

THE IDEA

People need their interactions with technologies and other complex systems to be intuitive and pleasurable. Empathy, experimentation, design smarts, and other qualities help create those kinds of interactions. Those qualities need to spread from the product design function to the whole organization.

ARGUING ABOUT WHAT VS. FIGURING OUT HOW



"I THOUGHT WE WERE
MAKING A CHAIR"

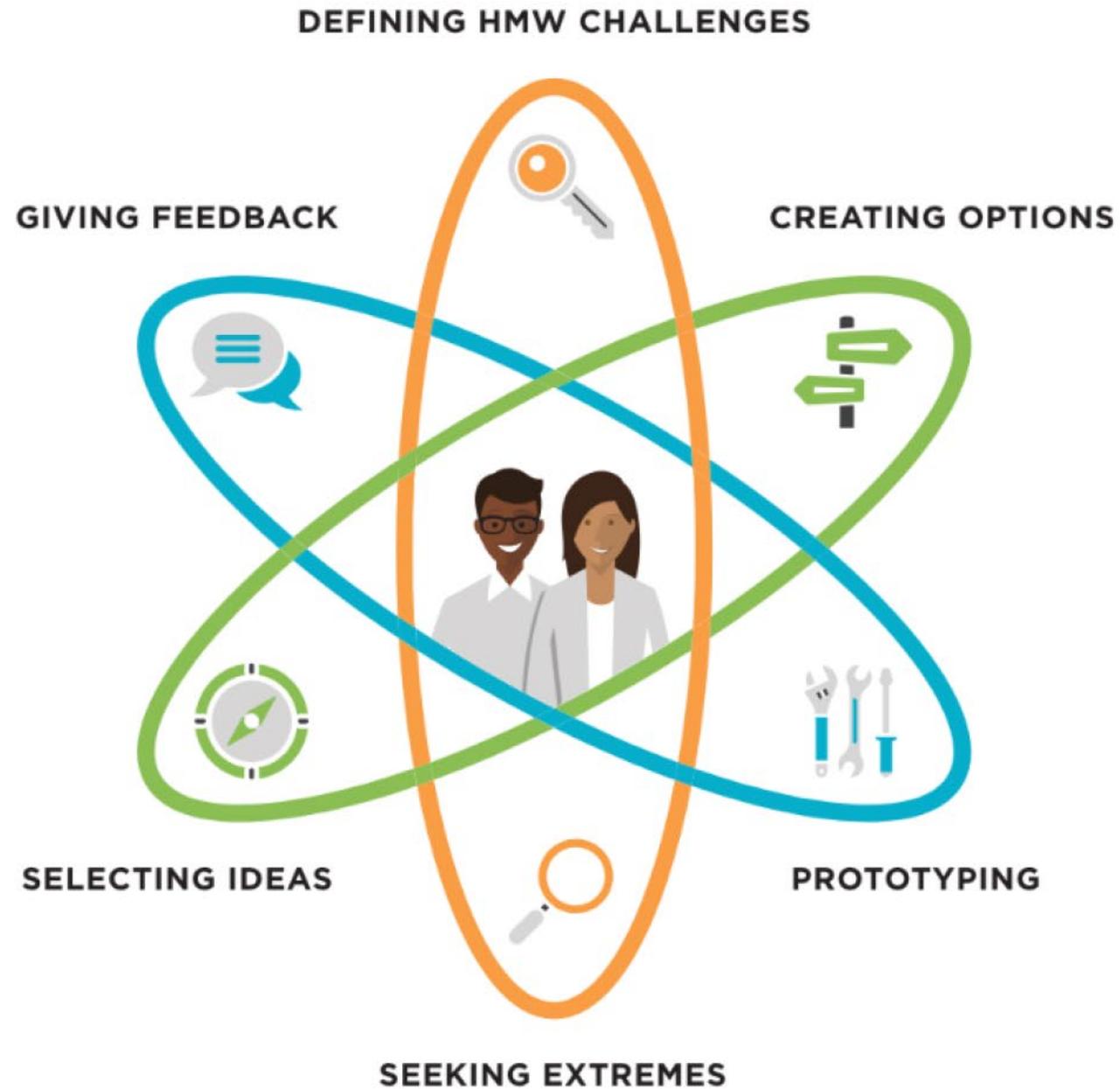
"HOW ARE WE GOING TO
MAKE THE CHAIR"

"The focus on great experiences isn't limited to product designers, marketers, and strategists—it **infuses every customer-facing function.**"

—JON KOLKO, HBR, NOV 2015

CREATIVE HABITS

-  Inspire New Thinking
-  Imagine New Solutions
-  Implement New Ideas



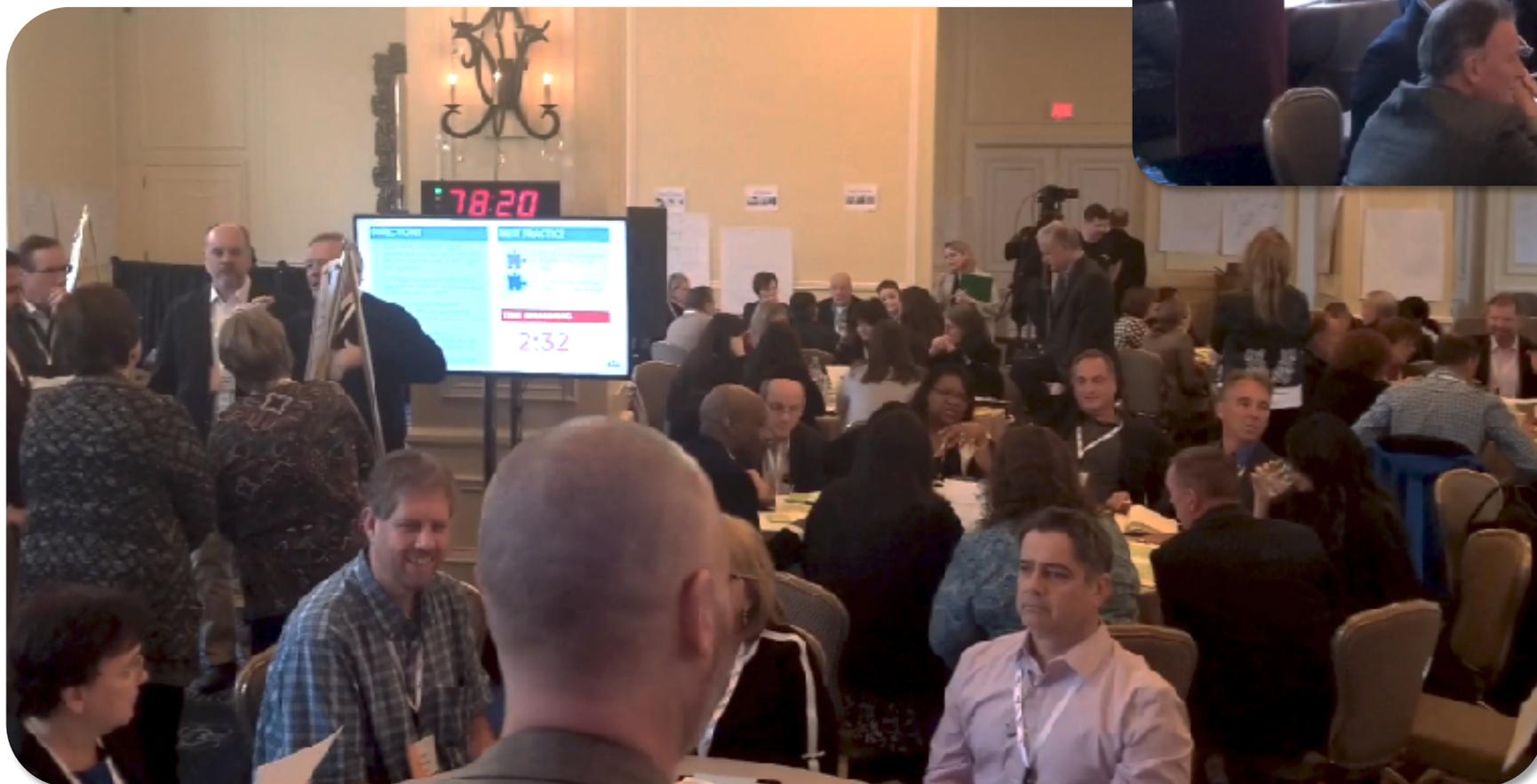


Design thinking is an essential tool for simplifying and humanizing. It can't be extra; it needs to be a core competence.

--Jon Kolko

Design Thinking Comes of Age, HBR
November 2015

Welcome to Design Thinking



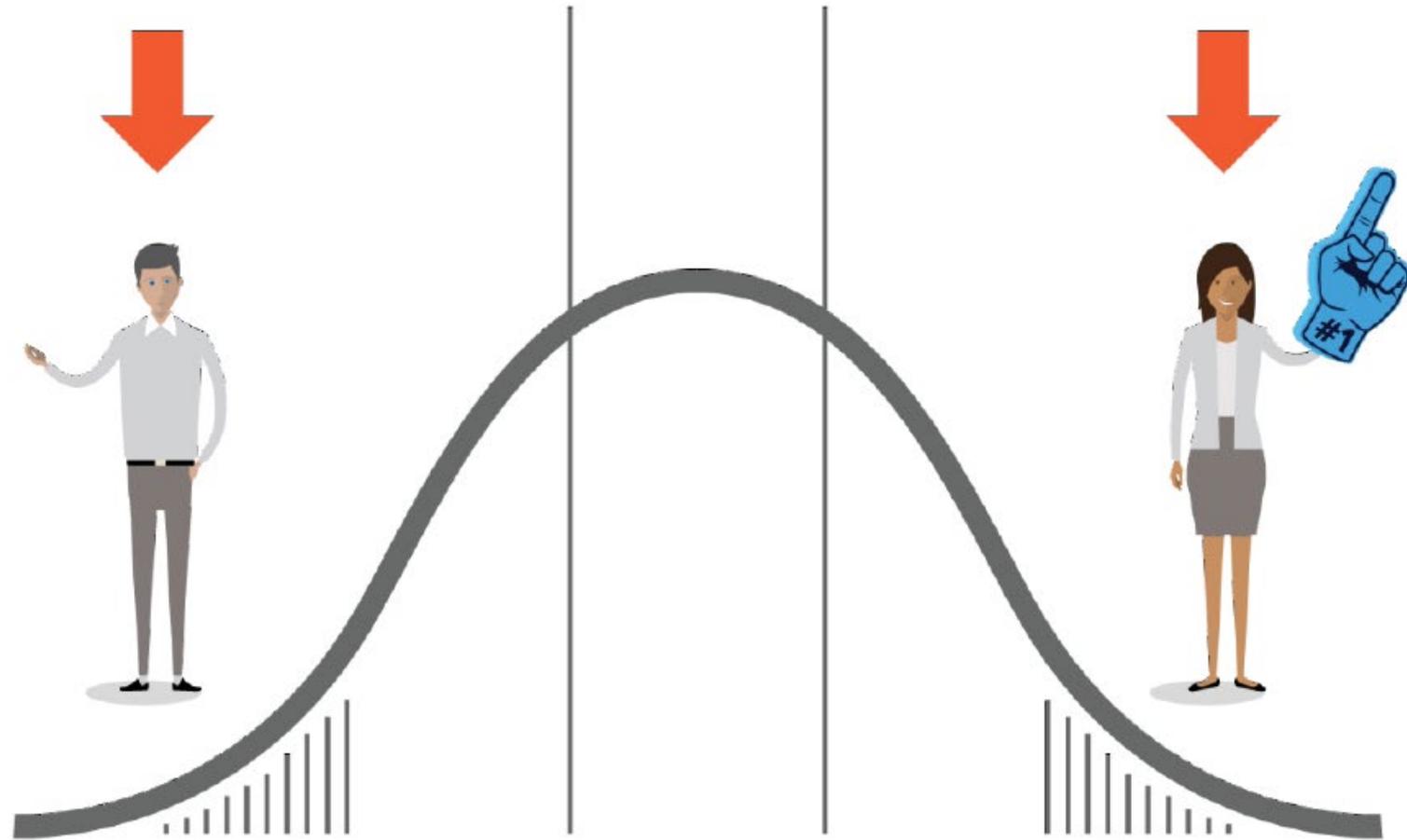
Empathize with Users to Inspire New Thinking



HMW CHALLENGES: UNLOCK POSSIBILITIES

“Fall in love with a problem, not a solution.”

Identify Extreme Users to Inspire New Thinking



© IDEO

Design Constraint:
User must be
on Core Solutions Team

DIRECTIONS

1. In groups of 3-5, think of our principles and strategic moves. What are the pain points (People, Process, Technology) for your "user"?
2. Develop a "How Might We" question to solve pain points.
3. Identify your extreme users.

TIME REMAINING

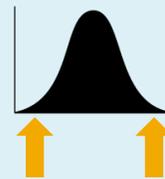
10:00

BEST PRACTICE



- Determine user or group that will benefit and what the specific benefit or behavior is that you are focused on achieving.

How might we help / support [USER] to do / achieve [BENEFIT / BEHAVIOR]?



- Think about users who are passionate, experienced, ambivalent, inexperienced, or unfamiliar with this topic.

Breakout Groups

GROUP 1

Patty Kenny Lead
Jonathan Jacobs
Kelli Flanagan
Micah Newman
Pamela Bachorz
Malinda Weed

GROUP 3

Will Paladino Lead
Cathy Higgerson
Barb McDonald
Katherine Perry
Michelle Dike
Vivian Fernandez

GROUP 5

Jenny Peel Lead
Amy Gilbert
Timothy Janowski
Janet Wiedemann
Jessica Chadbourn
Zenyth Propst

GROUP 2

Vivian Kerstein Lead
Amy Banko
Jennifer Patrick
Joan Johnson
Susan Berg
Victoria Moreland

GROUP 4

Kristin Hay Lead
Christine Duffy
Elizabeth Borjon
Janice Noske
Mark Wise
Silvia Angelov

GROUP 6

Shana Ravensborg Lead
Alayne Benson
Jennyfer Krech
Laura Prescott
Megan Orr
Ryan Showman

Radically Collaborate to Imagine New Solutions



CREATING OPTIONS

“The best way to have a good idea is to have lots of ideas.”

— Linus Pauling, scientist, 2x Nobel Prize winner

DIRECTIONS

In your group, generate at least 3 ideas for each category below that solve your "How Might We" challenge:

- be easy to do
- be impossible to do
- get you fired
- be possible with unlimited resources and time
- assume no budget and could be ready tomorrow

BEST PRACTICE



Build on one another's ideas

Go for quantity



Judgment

Over-explanation

TIME REMAINING

20:00

Radically Collaborate to Imagine New Solutions



SELECTING IDEAS: MAKE CHOICES

“Explore the potential rather than the proven.”

MAKING CHOICES

Too often, we will choose the option that is easiest and safest because we've seen it work before.

CRITERIA FOR A GOOD IDEA

Novel, exciting, and understandable.

Meets a real user need.

Addresses your Defined HMW Question.

DIRECTIONS

1. As a group, review all ideas generated and eliminate any that do not address your “How might we” question.
2. Of those remaining, select a maximum of three ideas that both:
 - Inspire **you** because they *feel* like something you’d love to work on or have exist
 - Connect with a genuine **user** need you’ve seen or heard expressed
3. Choose one idea to prototype.

BEST PRACTICE



- It’s OK to combine ideas together into a single idea
- Try not to lose creative edges when combining!

TIME REMAINING

10:00

Rapidly Experiment to Implement New Ideas



PROTOTYPING: BUILD TO THINK

“Fail early to succeed sooner.”

— David Kelley

Serious Play



Prototyping is probably the single most pragmatic behavior the innovative firm can practice."

--Michael Shrage

Serious Play

"Demo or Die" – MIT Media Lab

The six stages of the buyer experience cycle

1. Purchase

2. Delivery

3. Implementing

4. Use

5. Supplements

6. Maintenance



DIRECTIONS

1. Use easel paper and markers to mock up rough storyboard and/or interface to visually represent your idea. Or find any kind of material to build it out.

TIME REMAINING

20:00

BEST PRACTICE



- This is not a finished product. Don't worry as much about functionality!



- Although you can use words to help describe the flow, pictures are a better way to make your idea concrete and invite feedback

Thoughts?

Rapidly Experiment to Implement New Ideas



GIVING FEEDBACK: SUPPORTING NEW IDEAS

“The world is often unkind to new creations. The new needs friends.”

— Anton Ego

DIRECTIONS

1. Turn to another group
2. One group gives 2-minute presentation/explanation of concept
3. Listening group shares:
 - What they liked about the idea
 - Things they wonder about the idea
4. Swap roles.

TIME REMAINING

10:00

Thoughts?

DIRECTIONS

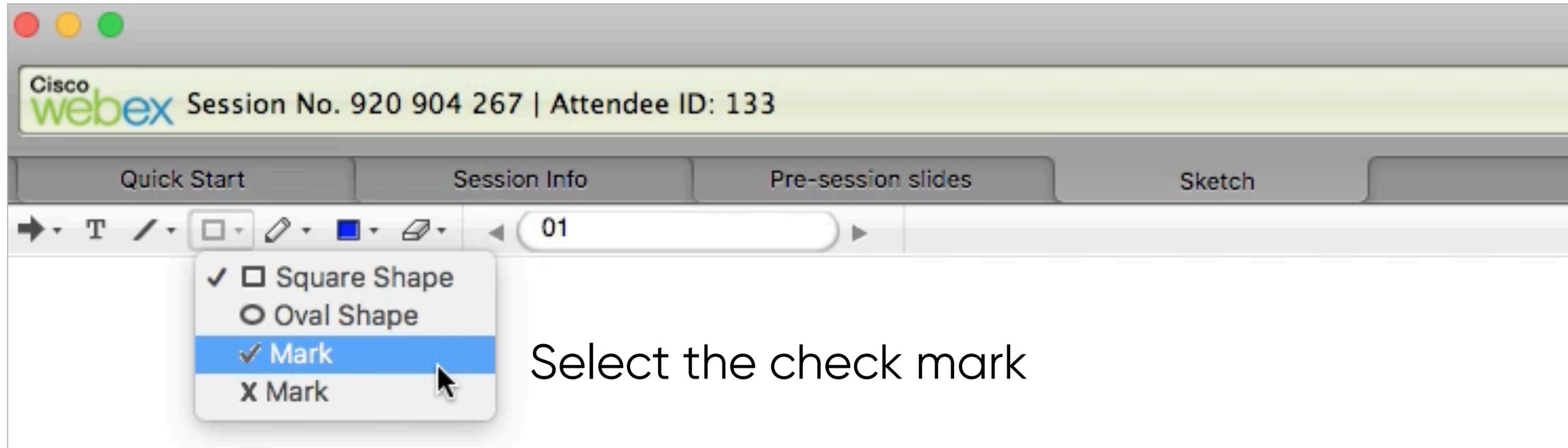
1. Use the feedback collected to refine your original prototype.
2. Prepare a 60 second "Elevator Pitch" to sell your idea
3. Nominate someone to give the pitch to the rest of the room.
4. Use stickers to vote on top 3 ideas

TIME REMAINING

10:00

Pitch!

Annotating



- Make sure the color is set to a color that is dark enough to see.

“

I like...

I like...

I wonder...”

What surprised you about today?

**What conflicted with or
contradicted what you thought?**

What's next?

“

Demo or die

MIT Medi Lab



Thank you.