

**UNDERSTANDING REVERGING
IN VISUAL THINKING**

Appendices
by **Alix Jansen**

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THE APPROVED DESIGN BRIEF

DESIGN
FOR OUR
future



IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.


STUDENT DATA & MASTER PROGRAMME
Save this form according to the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

<p>family name <u>Jansen</u></p> <p>initials <u>ABPA</u> given name <u>Alix</u></p> <p>student number <u>4454146</u></p> <p>street & no. _____</p> <p>zipcode & city _____</p> <p>country _____</p> <p>phone _____</p> <p>email _____</p>	<p>Your master programme (only select the options that apply to you):</p> <p>IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD</p> <p>2nd non-IDE master: <u>Msc. Innovation Management (RSM)</u></p> <p>individual programme: _____ (give date of approval)</p> <p>honours programme: <input type="radio"/> Honours Programme Master</p> <p>specialisation / annotation: <input type="radio"/> Medisign</p> <p><input type="radio"/> Tech. in Sustainable Design</p> <p><input type="radio"/> Entrepreneurship</p>
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SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right !

<p>** chair <u>Milene Gonçalves</u> dept. / section: _____</p> <p>** mentor <u>Katrina Heijne</u> dept. / section: _____</p> <p>2nd mentor <u>Iren van Oosterom</u></p> <p>organisation: <u>Flatland Agency</u></p> <p>city: <u>Rotterdam</u> country: <u>The Netherlands</u></p> <p>comments (optional) I also have a second mentor from the company: <u>Willem Minderhoud</u></p>	<p>Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.</p> <p>! Second mentor only applies in case the assignment is hosted by an external organisation.</p> <p>! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.</p>
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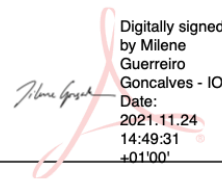
IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30 Page 1 of 7



Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

Digitally signed by Milene Guerreiro Gonçalves - IO
Date: 2021.11.24 14:49:31 +01'00'



chair Milene Gonçalves date 24 - 11 - 2021 signature _____

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date _____ signature _____

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

comments

name _____ date _____ signature _____

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30 Page 2 of 7

Initials & Name ABPA Jansen Student number 4454146

Title of Project Understanding reverging in visual thinking

Understanding reverging in visual thinking _____ project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 28 - 09 - 2021 _____ 22 - 04 - 2021 _____ end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The project will be in the context of the visual thinking agency Flatland. The company is based in Rotterdam and executes different projects across a wide variety of sectors. Their main offerings include: helping companies to design their strategy, activating change and accelerating innovation, via visual thinking. They believe in the power of visualization as it helps to translate complexity into clarity and encourages teams to align their ideas or actions.

During the first meetings for establishing the graduation assignment, Flatland expressed the general need of their company of not being visual recorders solely but also being able to facilitate and guide the creative process through adequate facilitation. Therefore, they want their teams, which consist of visual thinkers, visual facilitators and strategists to be as involved as possible in their clients' project regarding its process and facilitation.

In creative facilitation and creative processes in general, diverging and converging tend to be the two main activities. The first one refers to the activity of creating as many ideas as possible. The second describes the activity of selecting the most promising options out of all possibilities. The two activities require a very different mindset and approach from both the facilitator(s) and participants in the session.

However, research at the TU Delft (Tassoul & Buijs, 2007; Heijne & Van der Meer, 2019) agrees upon the fact that there is an additional phase that connects the activity of diverging and converging. This phase was first referred to as clustering and later as 'reverging' (see fig. 1). This moment can be described as a mental break, where all options are reviewed to create structure and a clear overview to make the switch from diverging to converging. The importance of this step lies in the fact that it is needed to create the 'Eureka' moment for finding good ideas or outcomes.

To add to this, literature confirms that sketching is a good tool for visualizing internal thoughts, which leads to the externalization of mental models (Cherubini et al., 2017). Therefore, sketching enables easier collaboration and communication between multiple stakeholders (Boedhoe & Badke Schaub, 2017). In practice, members from the Flatland team experience that visual thinking works well for getting people on the same page and bringing complex and ill-defined elements together in one tangible and actionable strategy or innovation (see fig. 2). However, Flatland doesn't know yet how this happens. They did mention the importance of letting ideas sit on people's minds before selecting the best ones, which indirectly refers to the 'reverging' activity.

The value for Flatland in explicitly knowing how their 'reverging' process works would be beneficial for three main reasons:

1. Having a common language to talk about their approach will facilitate internal communication and alignment.
2. Explicitly knowing how they work will smooth the teaching of their core practices to new hires.
3. Understanding their practices will allow Flatland to sell their 'way of working' in addition to the final output they deliver.

A potential drawback while doing this project about how visual thinkers and facilitators work is that many things happen intuitively or implicitly. Therefore it might be difficult to understand and validate certain findings fully. Moreover, the way a visual thinker or facilitator works can be very different from one to another, so this must be considered when conducting the research and designing valuable solutions.

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introduction (continued): space for images

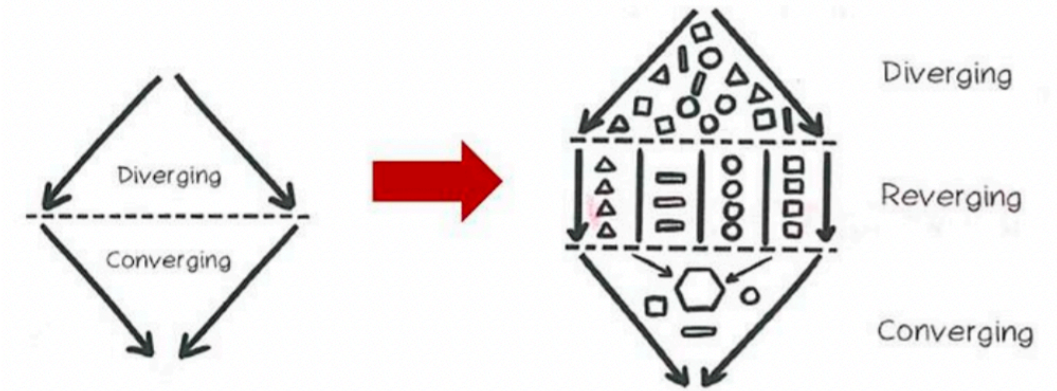


image / figure 1: From a two-stage diamond model to a three-stage diamond model (IDE-Delft model)

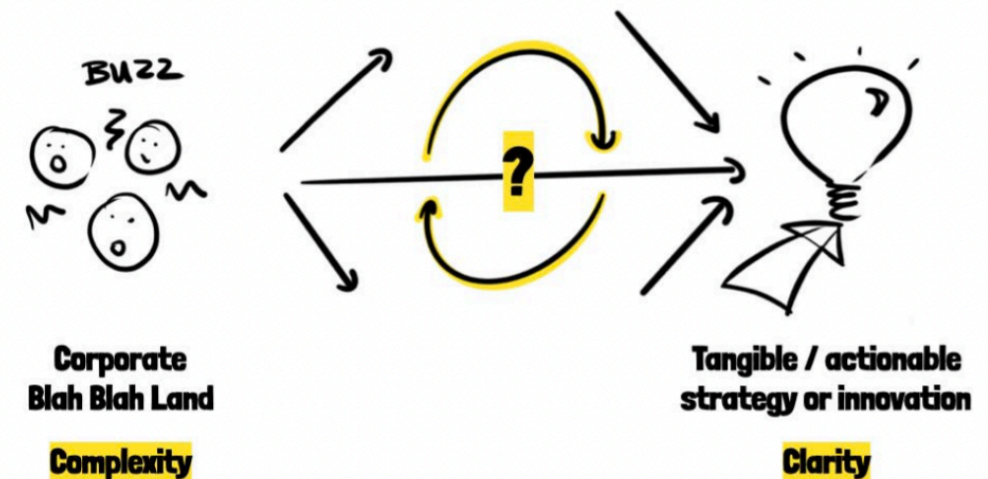


image / figure 2: Transforming complexity into clarity, but what happens in the middle?

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Flatland expressed that most employees are unconsciously skilled rather than consciously skilled and work with their intuition. The problem with this is that there is no way to explain or teach those skills to fellow employees, newcomers or clients. Therefore they are curious about how they can be more conscious about their way of working and its success to communicate this with laymen and peers.

This project will focus on how the sub-phase of 'reverting' is executed with visual thinking. The first reason is the fact that the emphasis in creative processes often lies on diverging or converging. Still, little is known about reverging even though the activity initiates the switch between the two modes. Secondly, reverging is described as an essential step for selecting the best ideas and triggering the 'aha' moment. Finally, as explained in the introduction Flatland expresses that one of the main strengths of visual thinking is translating complexity into clarity through visualization, which is in line with what happens in the reverging phase: revisiting and rearranging the options collected to create structure and overview (Heijne & Van der Meer, 2019).

In order to solve this problem, the following key questions need to be answered:

- 1) What characterizes a good facilitator, illustrator and designer?
- 2) What is considered fruitful reverging?
- 3) What are the different steps needed (process) for reverging in visual thinking?
- 3a. How to create awareness about the process of reverging and the different steps?
- 3b. How to create a common ground about the process of reverging, to ease the communication with newcomers, peers and clients?

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

By thoroughly researching visual facilitators' speech, behavior, sketching ability, and outcomes in combination with a literature review, I want to discover what is needed to be a good facilitator/illustrator and what steps need to be taken to fruitfully reverge in visual thinking. Based on those insights, I plan to develop a concept for Flatland that allows them to be aware of their reverging process and to communicate to others how they 'reverde' using visual thinking.

The solution must answer all key questions mentioned in the problem definition section above. In order to achieve this first Flatland's current way of working will be analyzed by conducting interviews and observing different sessions. To gather more information about reverging and facilitation in general, interviews and observations will also be conducted with experts outside of Flatland in combination with an in-depth literature review.

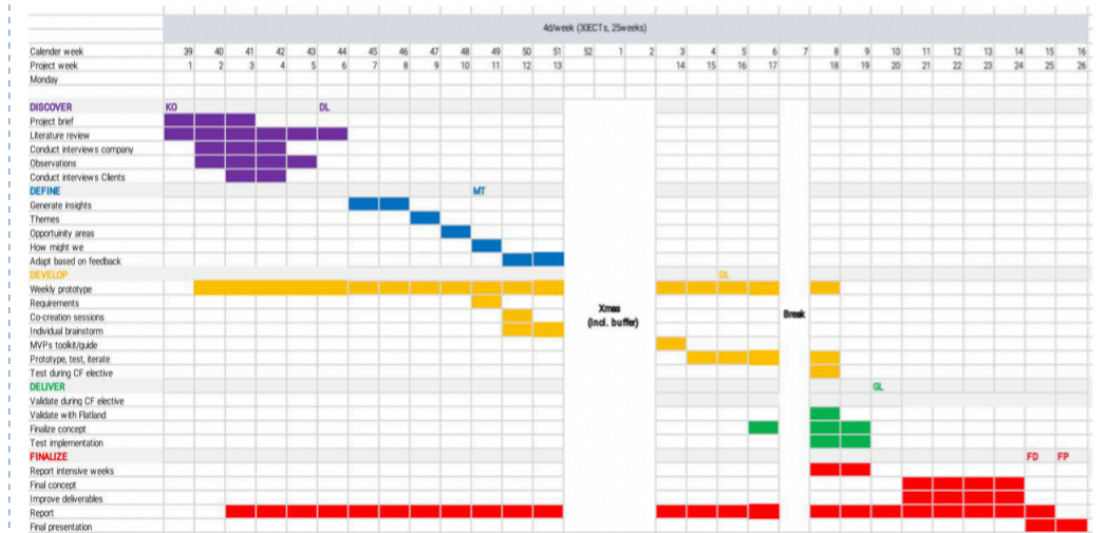
In order to make the findings actionable, the solution should enable Flatlanders to be explicitly aware of their current reverging process. In addition it should create a common ground to (a) enable the communication about their approach internally, (b) teach beginners and (c) convince clients. The solution will be developed from the beginning onwards through the creation of weekly prototypes. The goal here is to validate insights and concepts throughout the whole project repeatedly.

The final solution will most probably be a method/toolkit, product/service, or a combination of those. More research is needed to define the final output's form. Moreover, the client has no strict guidelines about the final deliverable and is very open about how to solve the problem. However, the concept should be: (1) easy to implement for Flatland (2) a fit with the current way of working and future strategy of Flatland (3) future-proof and valuable in the longer term.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 28 - 08 - 2021 end date 22 - 04 - 2022



I will work on my graduation 4d/week, due to TA jobs for SPD courses and a BYS project that needs some more time.

- Deadlines:
- week 1: 28-08-2021 < Kick off meeting
 - week 11: 08-12-2021 < Midterm meeting
 - week 20: 08-03-2022- < Green light meeting
 - week 26: tbd < Graduation ceremony

- I split my graduation up into 5 different phases:
- 1) Discover: Focus on collecting information through interviews, observations and literature reviewing
 - 2) Define: Find the right problem that needs to be solved based on the Discover phase. Start with the first brainstorm for potential solutions and be ready for the mid-term meeting
 - 3) Develop: Further develop the ideas and make prototypes based on midterm feedback. To keep the "problem solver mindset" I am planning on creating a weekly prototype.
 - 4) Deliver: Test and finalize the concept with Flatland and with students in the Creative facilitation elective. Setting up the implementation plan.
 - 5) Finalize: making sure everything is ready to go; finalize the deliverables and prepare the final presentation.

- Coaching:
- 1 in 2 weeks with TUD coaches // 1 in 2 weeks with Flatland coaches
 - Daily huddle with flatland team

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

I decided to collaborate with Flatland Agency for my graduation because, in the past, I have done visual thinking workshops with them, which intrigued me a lot. Moreover, during my internship last year, I worked with Flatland in a creative session; this is where I saw the absolute value of visual thinking in facilitation. Therefore, I decided that I wanted to emerge myself more in the world of visual thinking during my graduation.

Two years ago, I did my thesis for my master's Innovation Management about the topic; the potential of using design thinking for circular innovations. There I saw the missing link in going from the divergent to the convergent phase. Therefore I decided to go for this specific topic within the context of visual thinking and creative facilitation.

At the start of this semester, I followed the Creative Facilitation elective at the IDE faculty. My main finding there was that you learn facilitation by doing it. However, some method/framework is needed to get started and get the most out of a session. This is why I think it is essential to conduct further research to reveal these underlying mental processes and explain the visual facilitator practice to dummy (visual) facilitators.

My main ambitions during my graduation project are to deliver a truly valuable output for Flatland and properly manage all client and coach expectations throughout the project. In addition, I want to challenge myself by creating weekly prototypes since I think this will help me overcome paralysis by analysis.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

INTERVIEW GUIDE FLATLAND INTERVIEWS

INTERVIEW GUIDE

1

NAME PARTICIPANT:

EDUCATIONAL BACKGROUND:

YEARS AT FLATLAND:

F / I / D-ROLE:

INTRODUCTION

Welcome and thank for participation

Short introduction to graduation project

Additional info? (E.g. previous session, work at other company, graduation project etc.)

PERSONAL INFO & ROLE AT FLATLAND

What role do you mostly adopt during at Flatland?
Facilitator / Illustrator + Designer?

What are your main responsibilities during a project in that role? (< role cards)

If your friend would like to work at Flatland, what skills would you consider a prerequisite for executing your role?

What are your current strengths and weaknesses?
What would you like to become better at?

SESSION (CF/VT)

Flatland translates complexity into clarity. How do you believe they do that?
> How is this different from non-visual facilitation

How do you balance listening & speaking & visualising? (Brand, 2017; Kelly Bird, 2011)

How would you describe the questions that you ask?

Do you use metaphors during sessions? If yes, how and why does it help you? (Eppler, 2010)

Do you use templates? If yes, which and why does it help you? (Aguirre, Agudelo & Rom, 2017)

REVERGING

How do you mostly cluster ideas and finding during a session? In collaboration with client or alone?

What do you consider important in the process of clustering?

Do you use any specific tools or techniques to do this?

How does visualising help in the process of clustering?

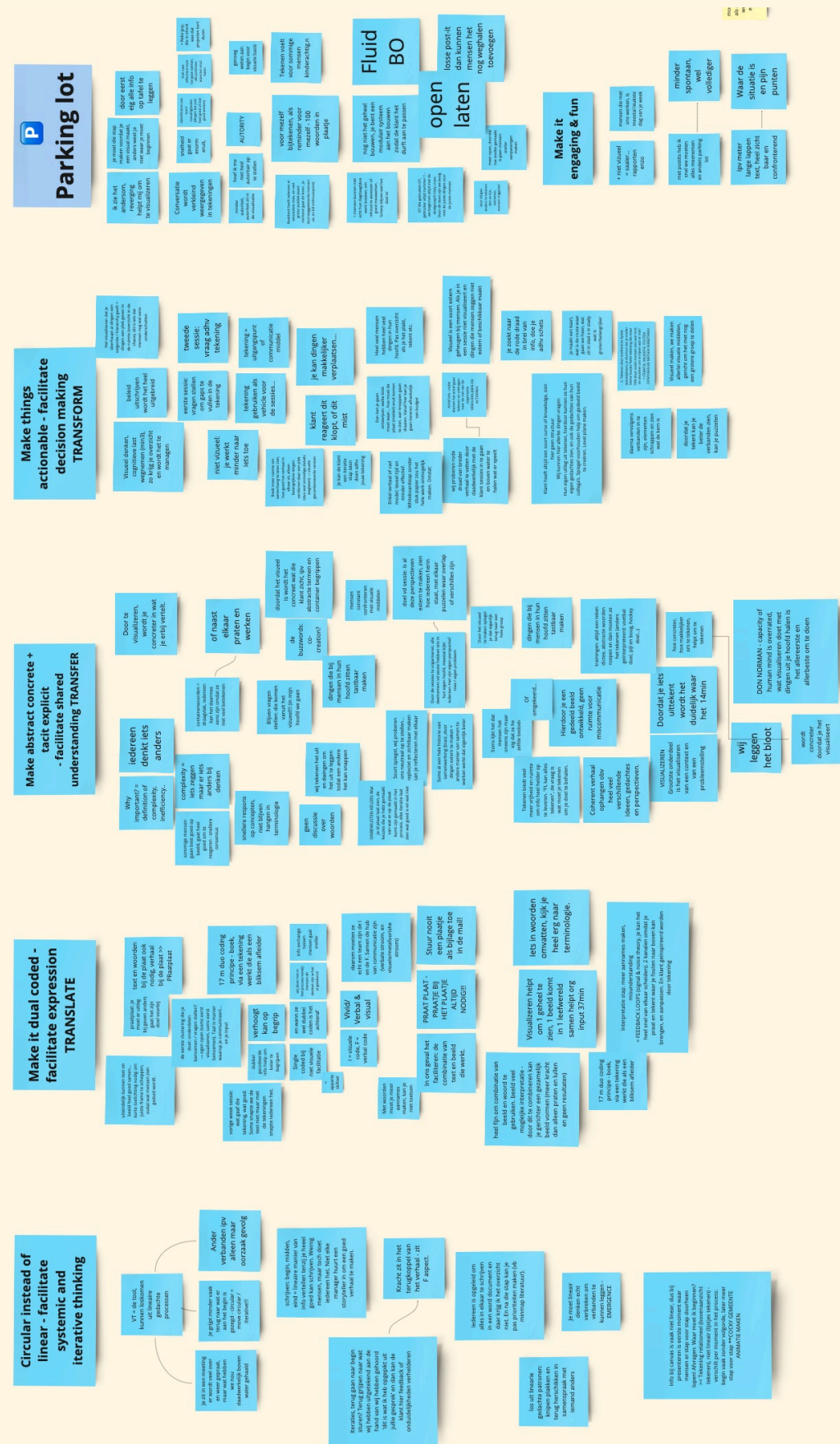
Include boundary
object questions?

CLOSING

Thank you for your time!

INTERVIEW CLUSTERS

CLUSTER PURPOS LEVEL



CLUSTER FUNCTIONAL LEVEL



INTERVIEW GUIDES CASE STUDIES

Flatland (setup) questions

customer journey past the project

- What was the setup of the project?
- Can you walk me through the entire project?
- >> Follow up questions accordingly

- Final reflection: What went well, what could have gone better?

- Could I check in with client to obtain his/her perspective + visual thinking

Client questions

Start

- Waarom zijn jullie in eerste instantie naar FL gegaan?
- Wat waren jullie verwachtingen?
- Al eerder in contact geweest met visueel denken?
- Structuur?
- Aanraden en waarom?

Power of VT

- Hoe heeft visueel denken jullie geholpen?
 - tijdens het process
 - de uiteindelijke uitkomst/middel: waarvoor gebruiken jullie deze nu?
- Hoe kwam dat?
- Hoe heeft de F/I jullie geholpen?
- Is het moeilijk om als PO anderen te overtuigen over de waarde van visueel denken?
- Wat voor vragen stelde ze aan je? Wat trekken ze in twijfel? Wat zien ze in?

Process

- Clarity <Story>Deliver - werkte deze opzet goed?
 - Process doorlopen
- Hoe vonden jullie de balans tussen wat er intern werd gedaan door Flatland en in de sessies met jullie?
 - Waren de denkstappen te volgen?
 - Hoe zien jullie FL: meer als een facilitator, adviseur...

implementatie

- Hoe is het uiteindelijke product geïmplementeerd?
- Hebben jullie dit later nog met Flatland besproken?

General learnings

- Wat ging goed? Wat kon beter? Tips/tricks

CASESTUDY TIMELINES

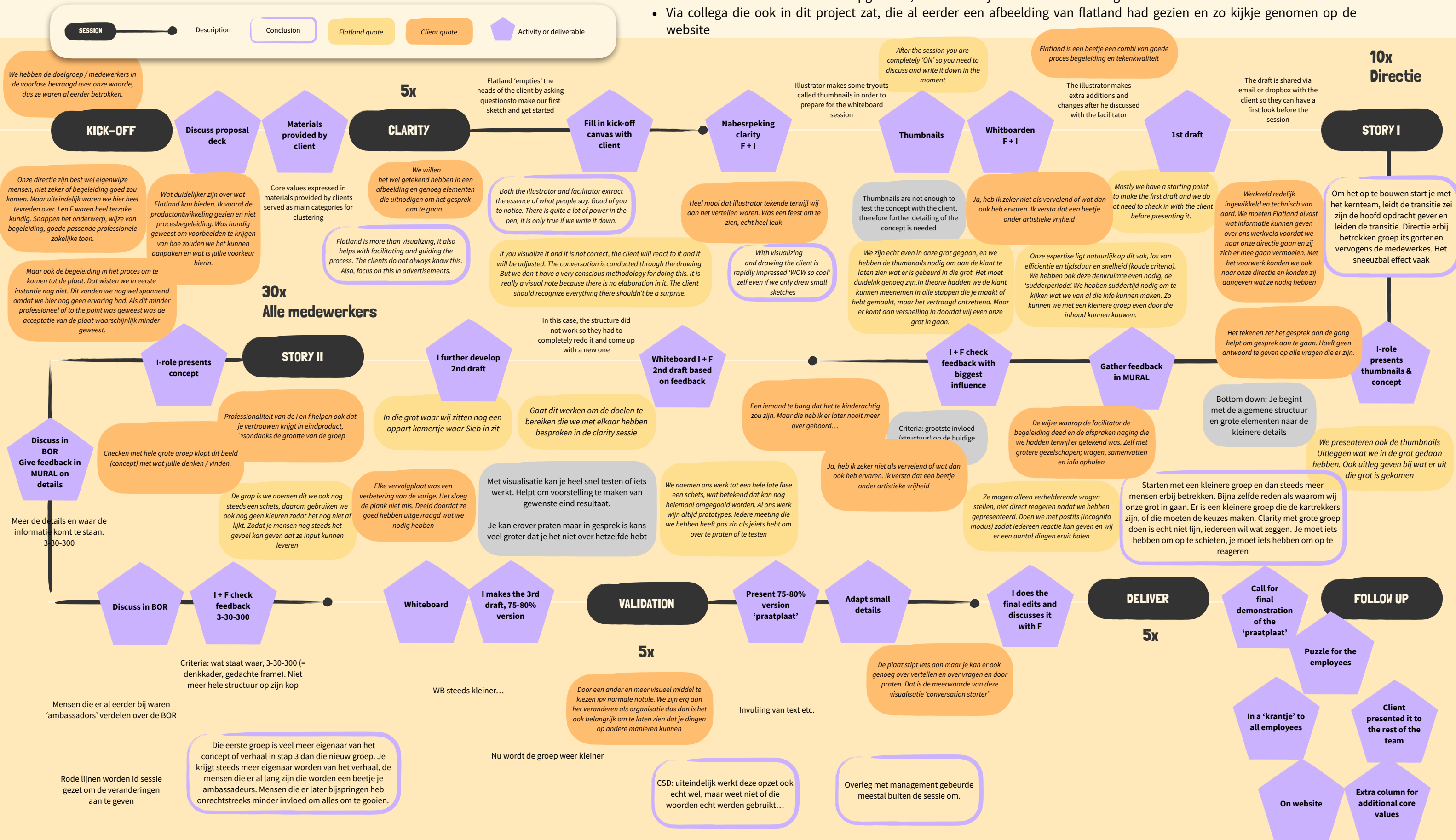
This appendix consists of the case study timelines for the following cases:

1. Telecom
2. Branch Bureau
3. Evides
4. CZO Flex

CASE TIMELINE 1: TELECOM

Missie en visie aanscherpen + kernwaarden en culturele waarden

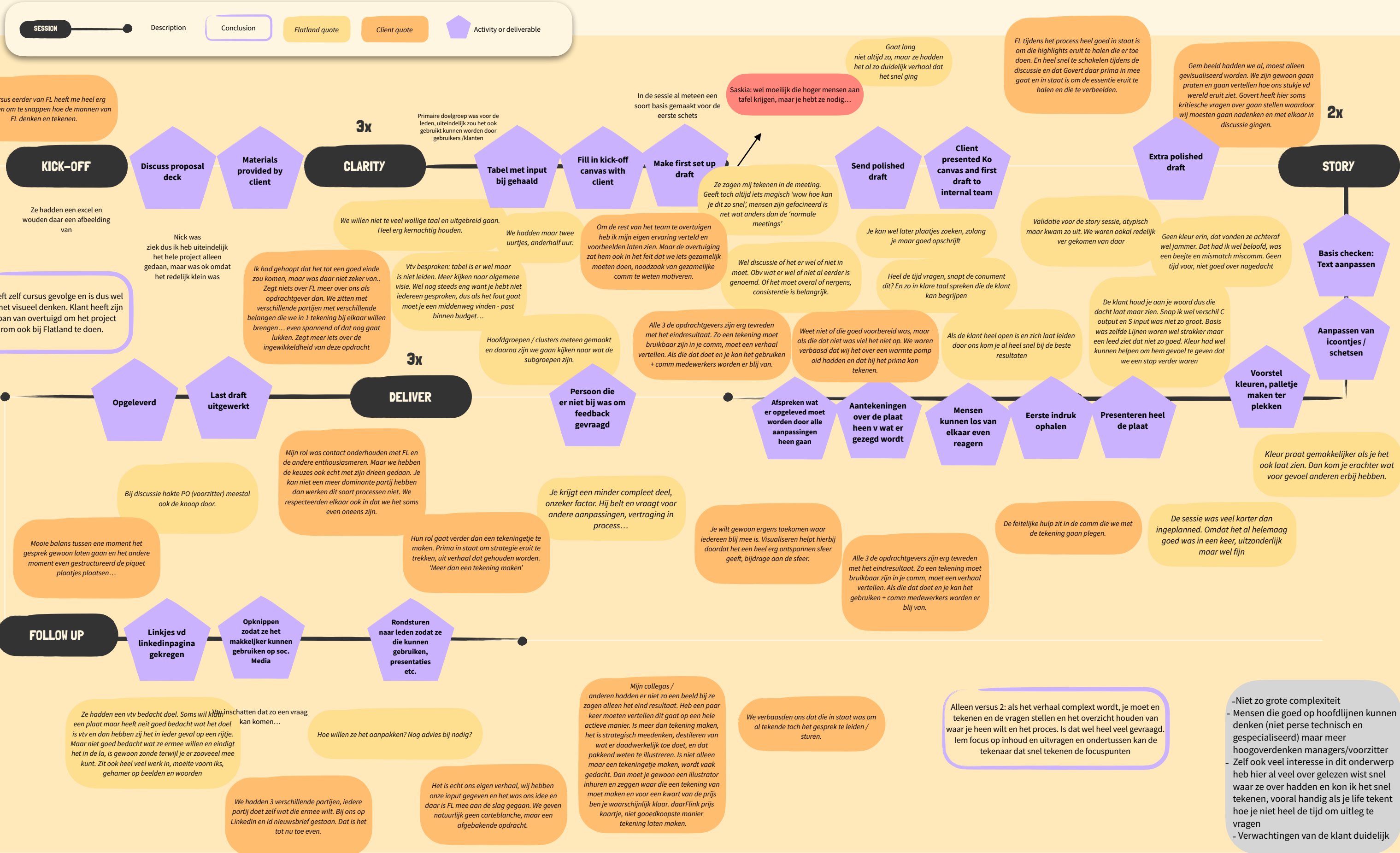
- Sommige mensen waren bang dat tekenen niet serieus ging genoemd worden, maar directe klant was ervan overtuigd en die gingen dat gesprek aan
- Minder snel klaar dan verwacht, deels door corona niet snelle overweg met management team etc. Afronding duurde redelijk lang, schuld ligt ook deels bij de klant. Joint effort
- Makkelijk, toegankelijk, duidelijk en snel proces. Niets op aan te merken.
- Veel mensen in de sessie dus moeilijk om iedereen op een lijn te krijgen en mee te nemen in het verhaal.
- Grote sessie heel veel informatie opgehaald, daarom heb je validatie sessie nodig als extra keuze moment
- Via collega die ook in dit project zat, die al eerder een afbeelding van flatland had gezien en zo kijkje genomen op de website



CASE TIMELINE 2: BRANCH BUREAU

Eenduidig beeld / overzicht waarin alle voordelen en beste situatie van technieken gebruikt kan worden

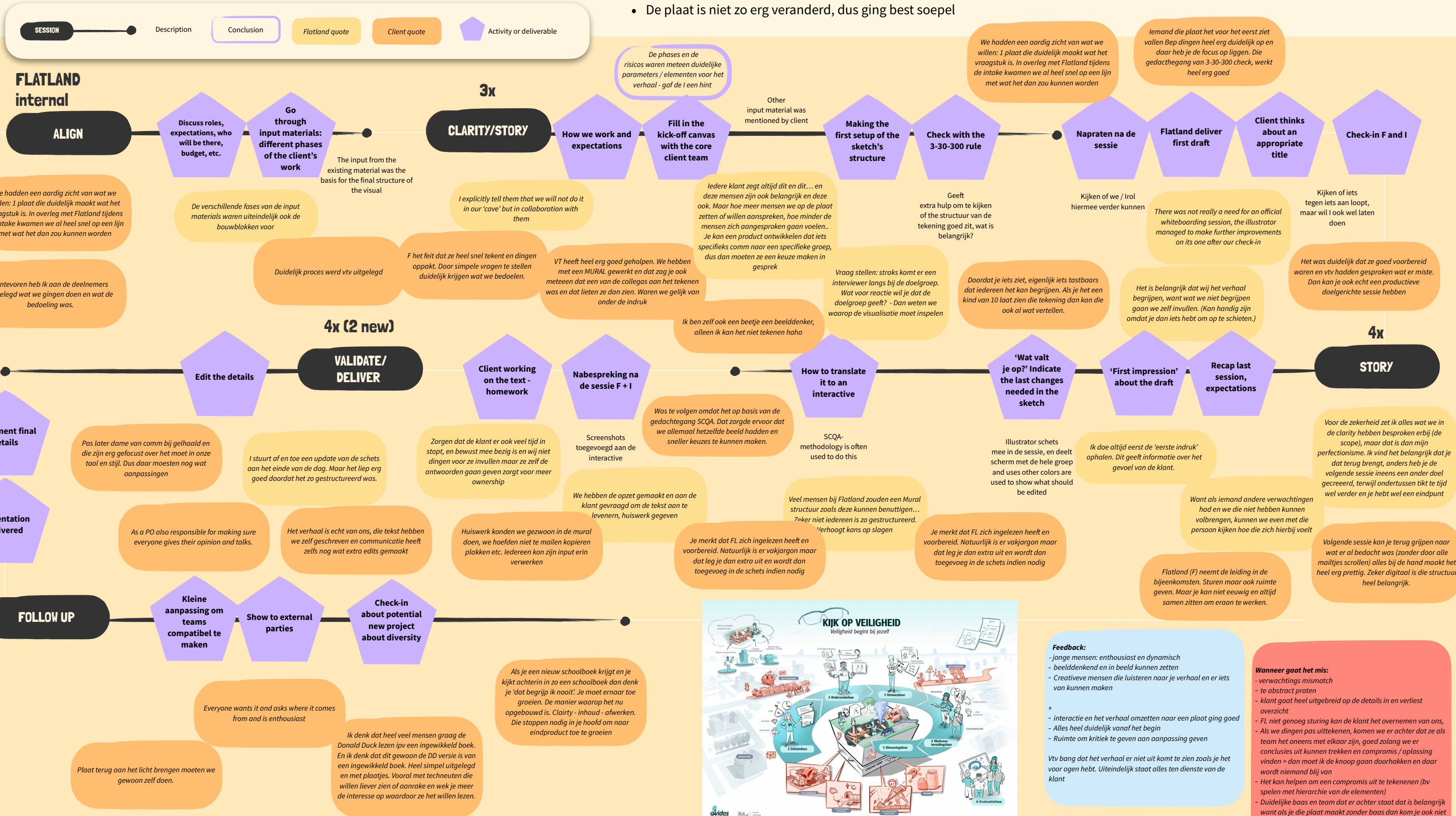
- jammer dat er een person bij de story sessie niet bij kon zijn, hierdoor kreeg je een minder compleet deel,
- miscomm kleur
- had eerder moeten zeggen als jullie delen ook onze naam erbij, te laat gezegd
- klant vind prijs erg fors, maar wel waard. Belemmering om makkelijk andere dingen met hun te doen.
- + was best eenvoudig en snel goed was, niet wat ik verwacht had
- + geen frictie, nauwelijks discussie
- + combi van meedenken, aanzetten tot zelf kritisch en strategisch denken en dat verwoorden in een tekening



CASE TIMELINE 3: EVIDES

We willen de ambtenaren bewust maken van de gevaren

- Goed klantcontact: als iemand snel reageerd ,gemoedlijke sessie / geen tijdsnood eerder klaar dan verwacht, snel besluiten genomen
- Was al een duidelijk verhaal van te voren, als klant niet weet wat het is moeten we heel erg sturen en wordt het meer ons verhaal dan hun verhaal
- Structuur van Mural gaf heel veel duidelijkheid, de opbouw verwachtings rondje en dan terug opbrengen - steeds loop maken
- De plaat is niet zo erg veranderd, dus ging best soepel

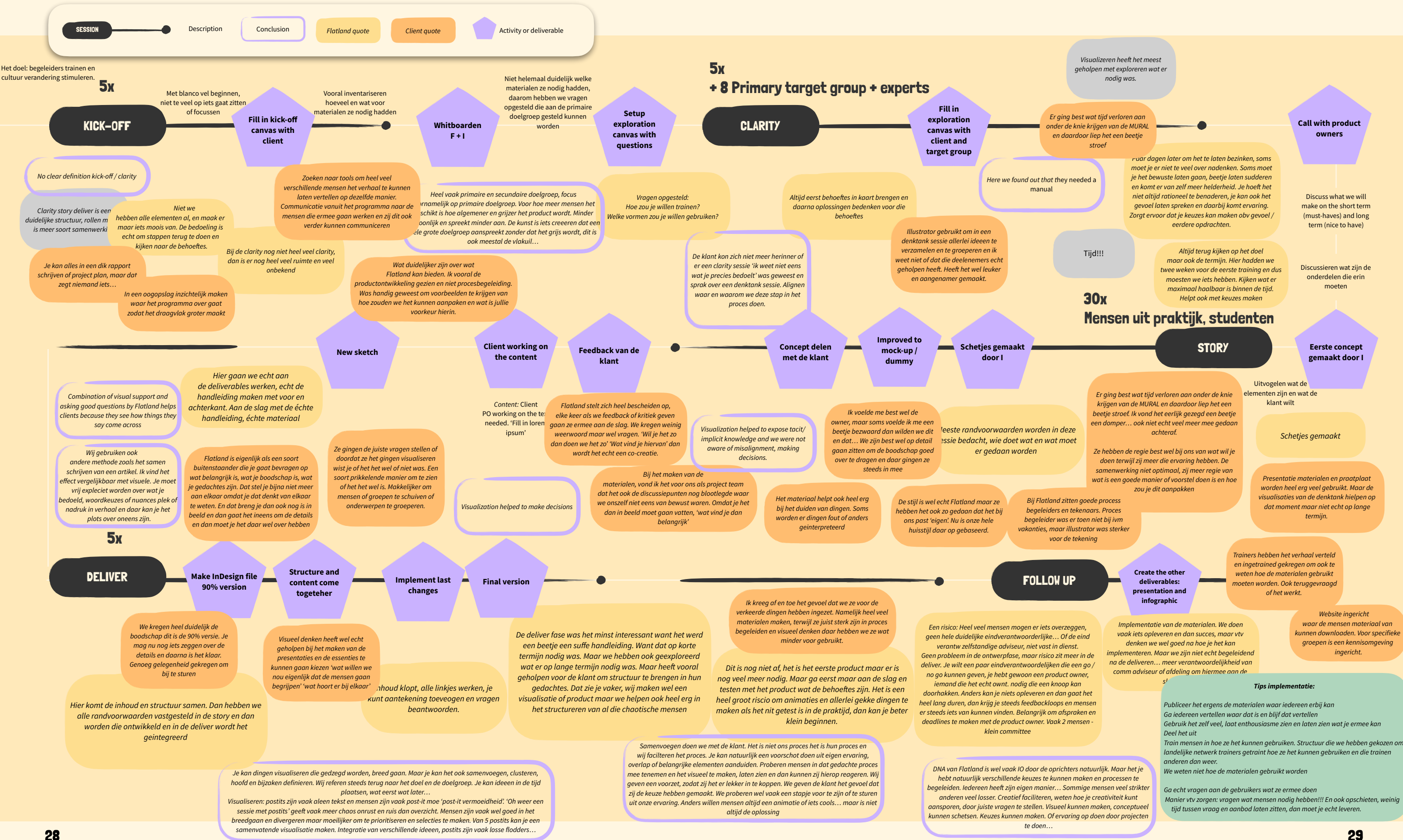


CASE TIMELINE 4: CZO FLEX

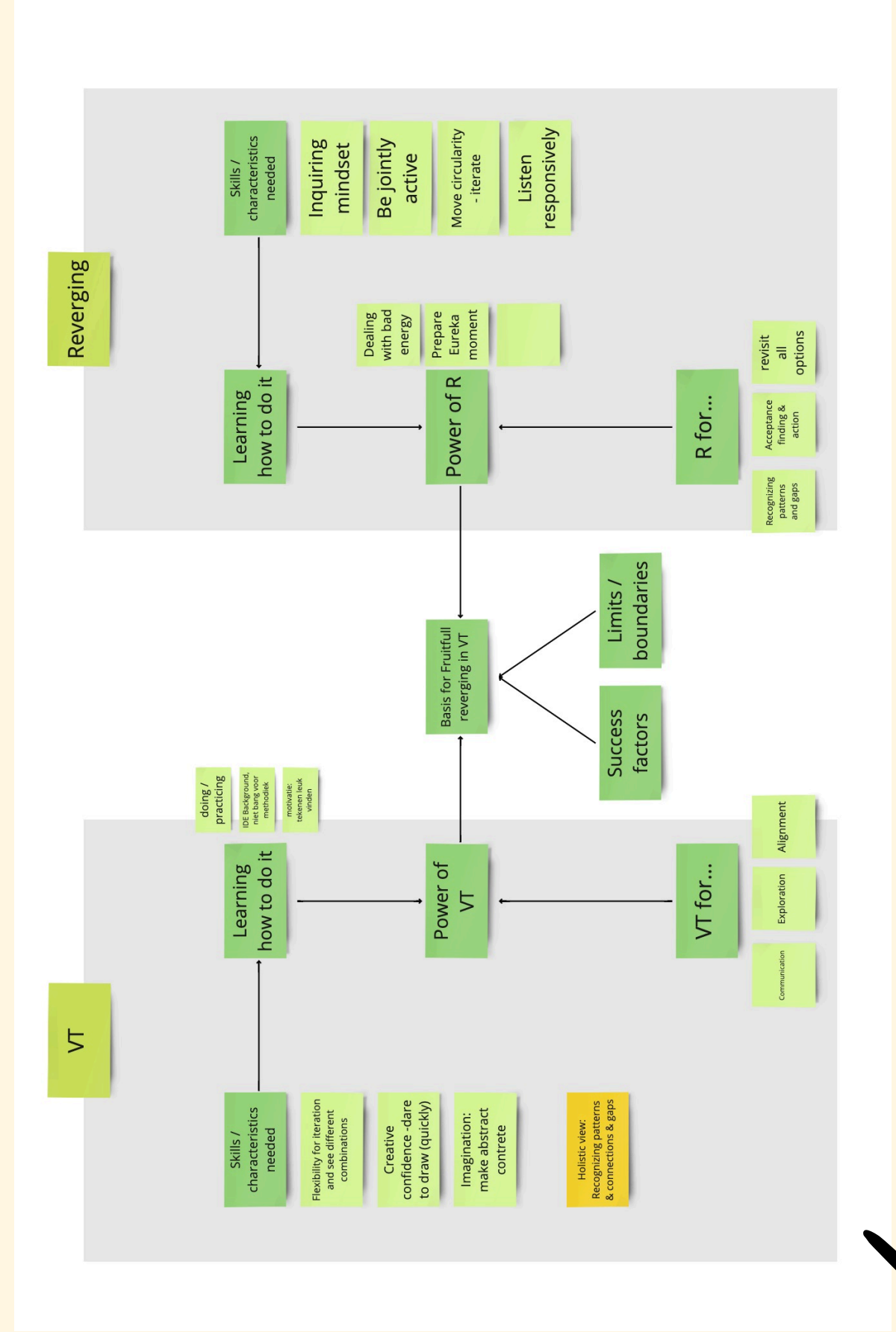
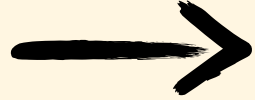
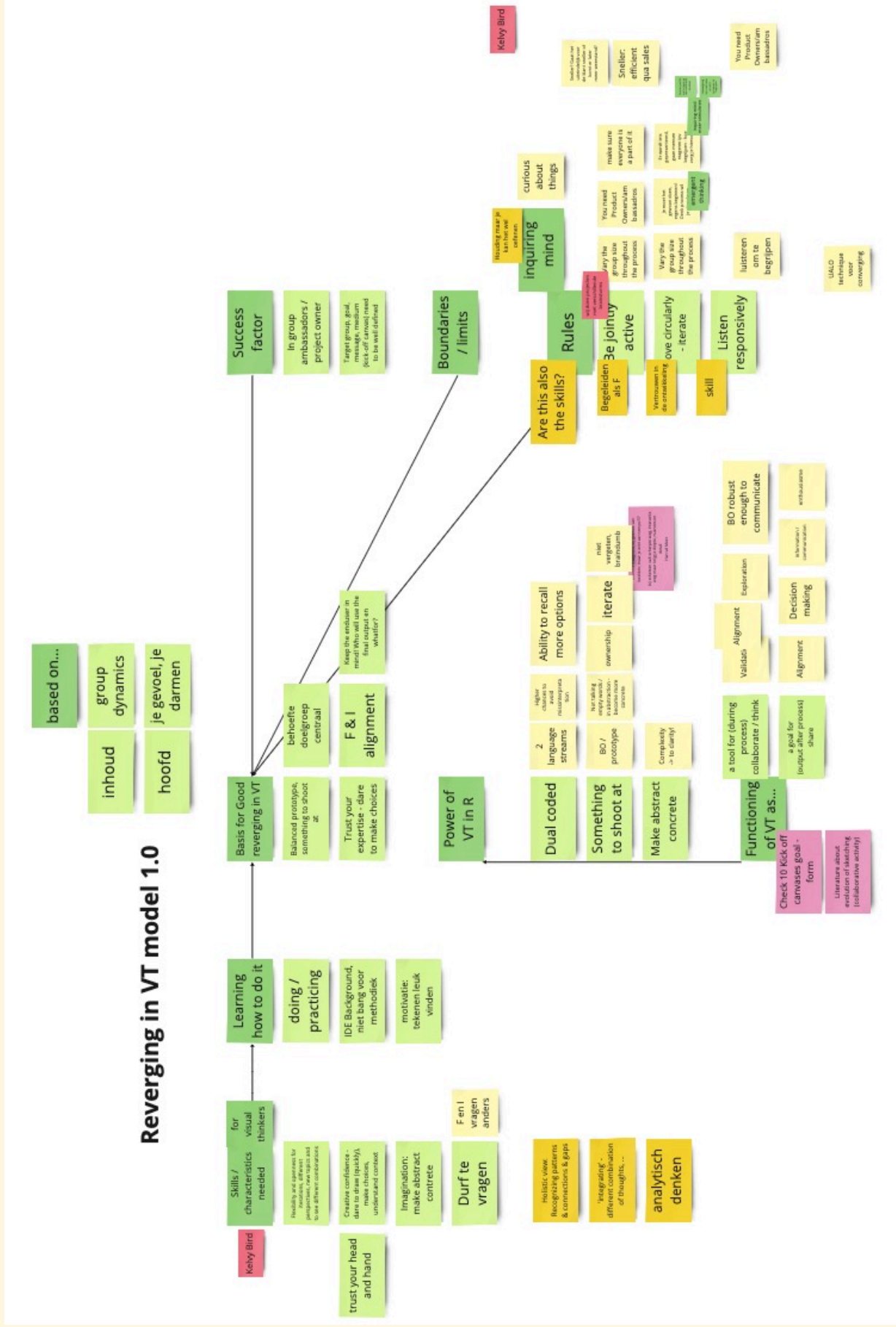
verhaal te kunnen vertellen, boodschap overbrengen, Ontwikkelen van middelen om te kunnen communiceren – HOE

Herziening verpleegkundige opleidingen programma, Informeren van groepen, maken trainingsmateriaal

- Veel mensen iets te zeggen, niet altijd duidelijke PO
- Dit project loopt een beetje parallel met ander project... niet altijd alles duidelijk
- Facilitator wasn't there during the whole project so Illustrator had to fulfill two roles
- Iemand uit ander project had al met Flatland samengewerkt voor ander project

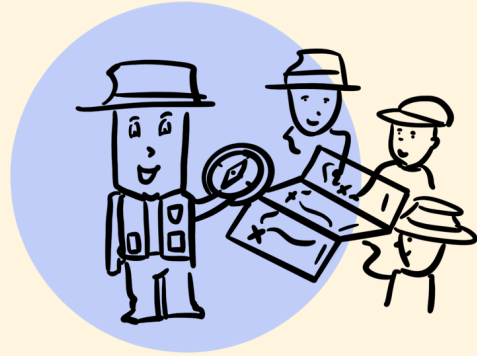


ITERATIONS OF THE GENERAL MODEL



ITERATIONS OF THE METAPHOR NARRATIVE

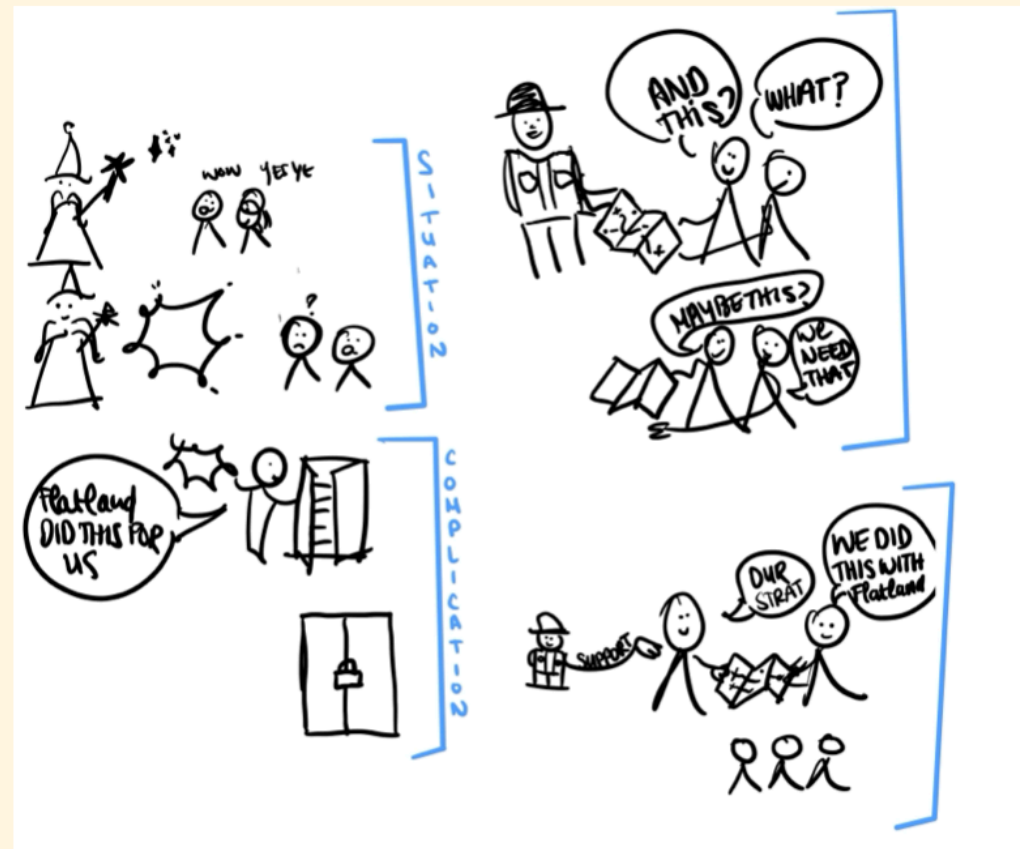
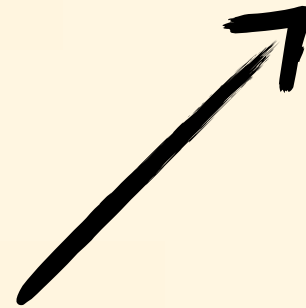
ANALOGY



MAP-MAKER



WIZARD



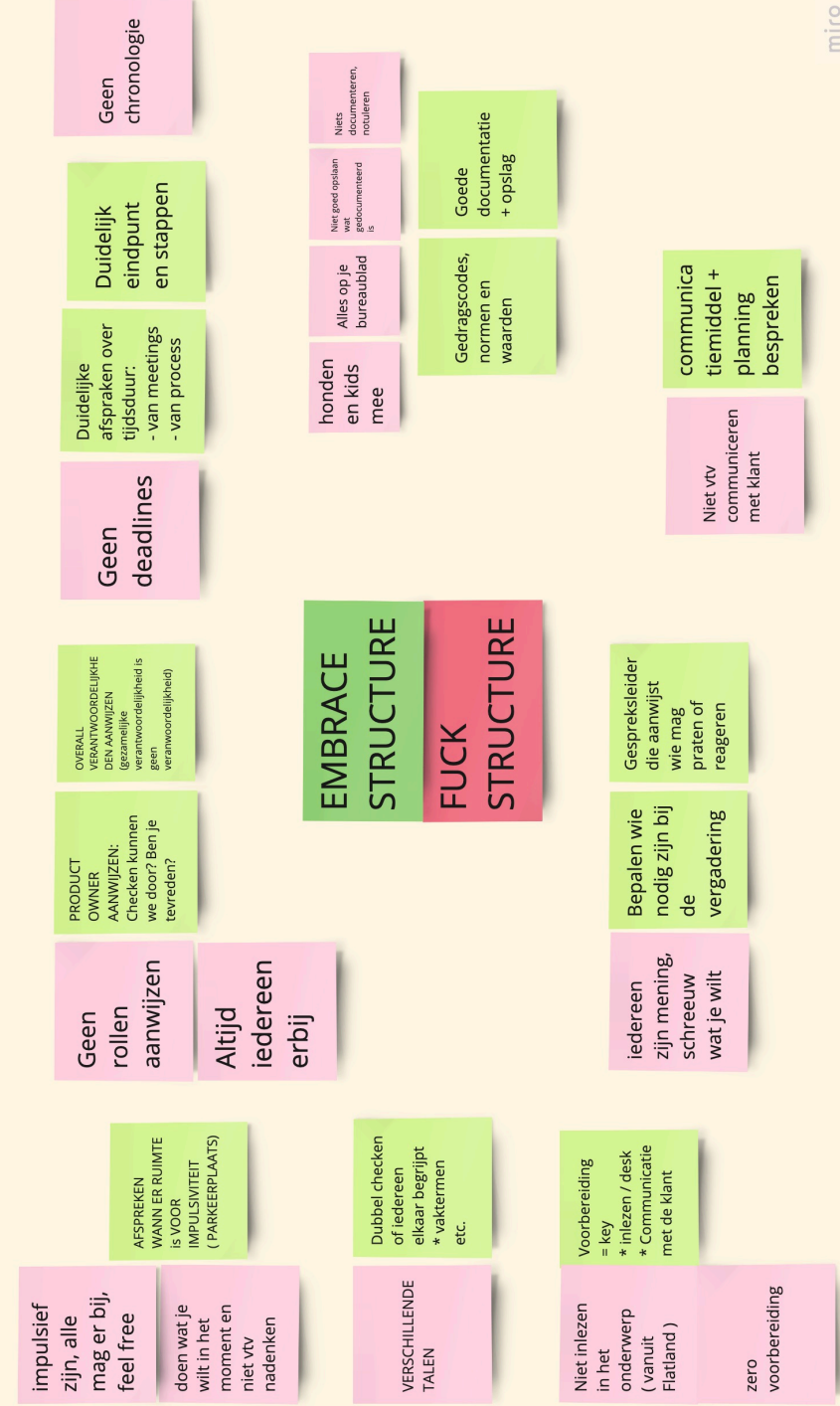
OUTCOME REQUIREMENT SESSION

REQUIREMENT 1: STICK TO THE KICKOFF CANVAS



miro

REQUIREMENT 2: EMBRACE STRUCTURE



miro

REQUIREMENT 3: EMPOWER MODULARITY



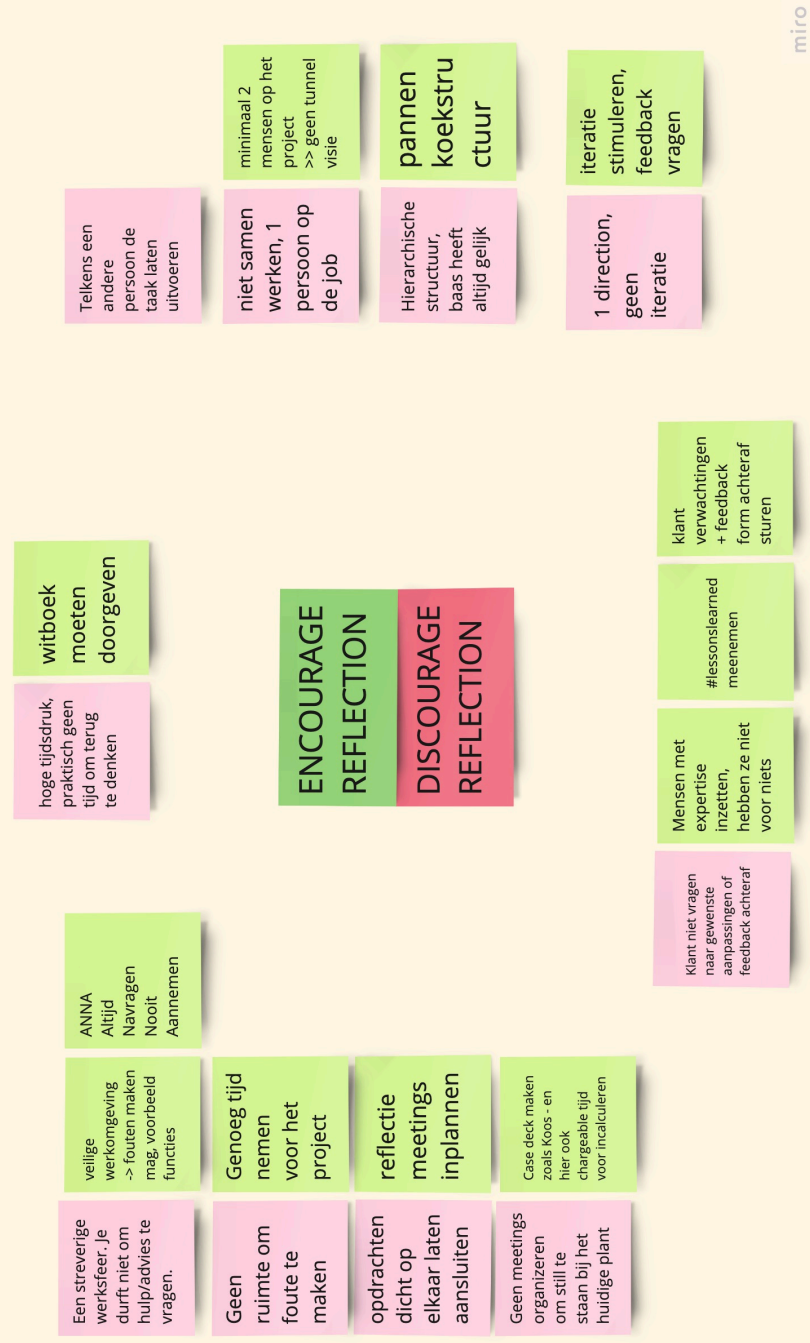
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REQUIREMENT 4: BALANCE IN/OUT GROUP



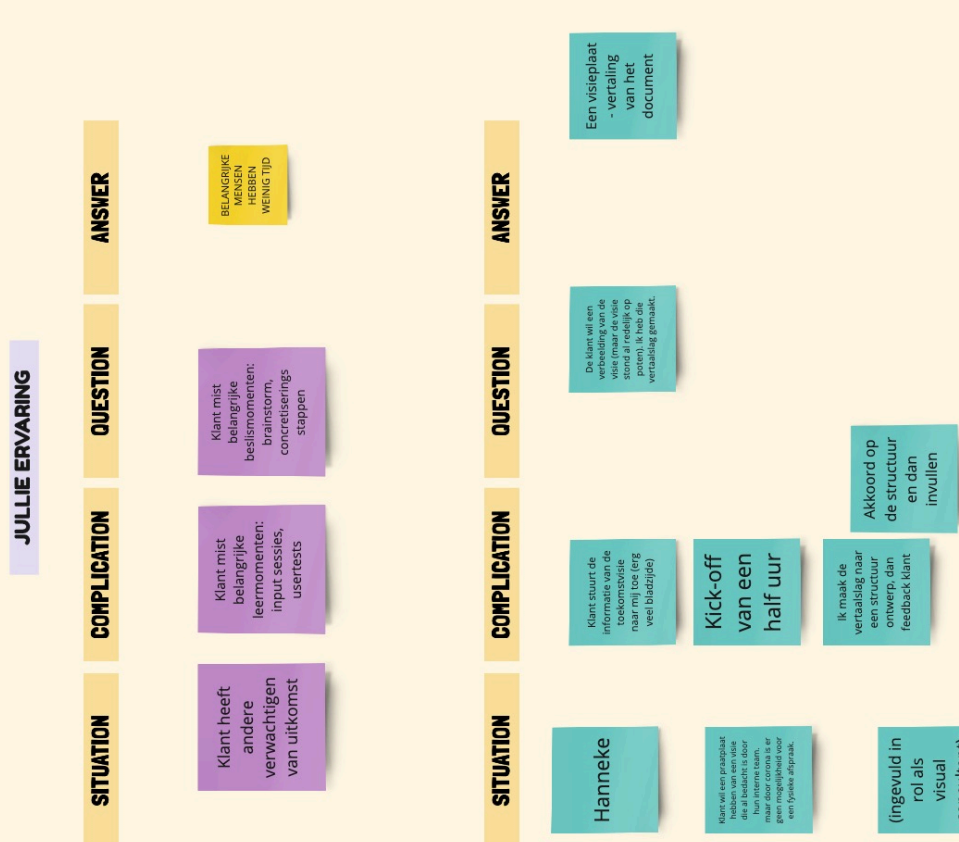
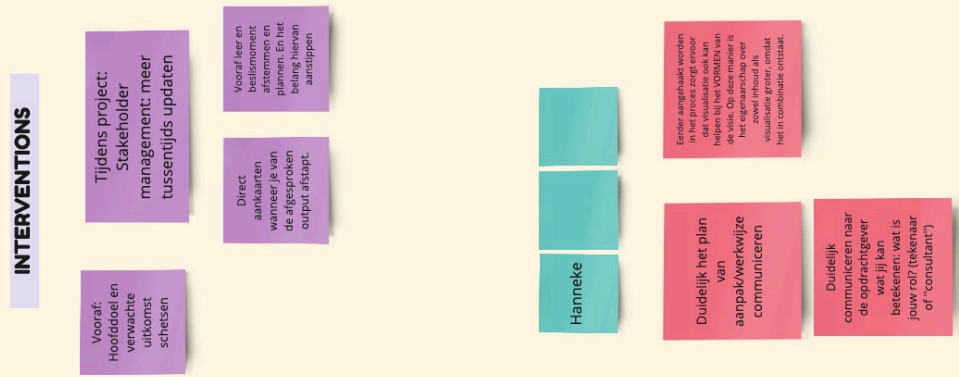
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REQUIREMENT 5: ENCOURAGE REFLECTION



OUTCOME OWNERSHIP SESSIONS

SESSION 1 – WITH DESIGNERS FROM OTHER DESIGN AGENCIES



OUTCOME OWNERSHIP SESSIONS

SESSION 3 – WITH FLATLANDERS

JULLIE ERVARING

SITUATION

COMPLICATION

QUESTION

ANSWER



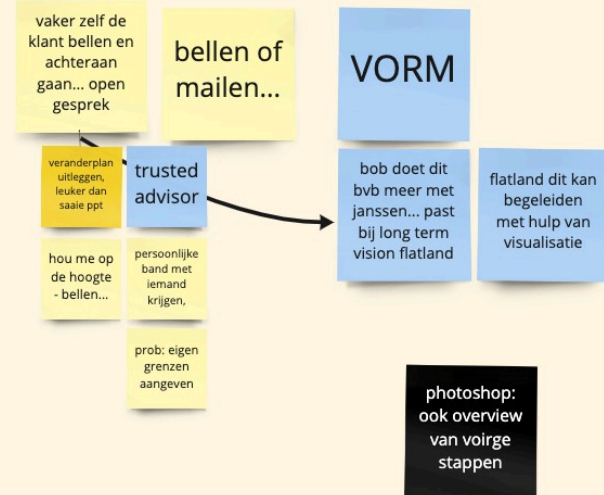
element singled out - waar voel jij het meest bij? - interactiviteit in onze sessie ook als klant binnen jou bedrijf kan gebruiken

bff: we will tell you when you are fucking up, maar ook met je mee gaan >> directheid erin krijgen

het gaat niet eens alleen over die tekening... maar tools die helpen om iem mee te nemen in veranderverhaal

experts worden in materie klant + empathie en dynamiek die er is bij klant begrijpen

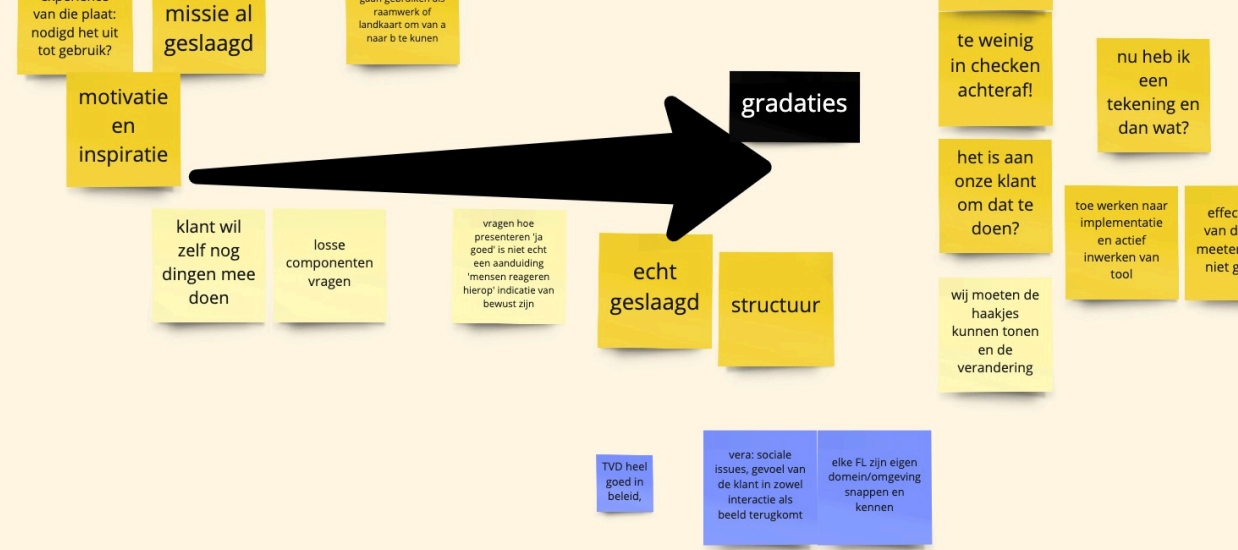
functie - vorm



HOE KAN JE ERVOOR ZORGEN DAT HET GEVOEL VAN OWNERSHIP TERUG KOMT BIJ DE KLANT

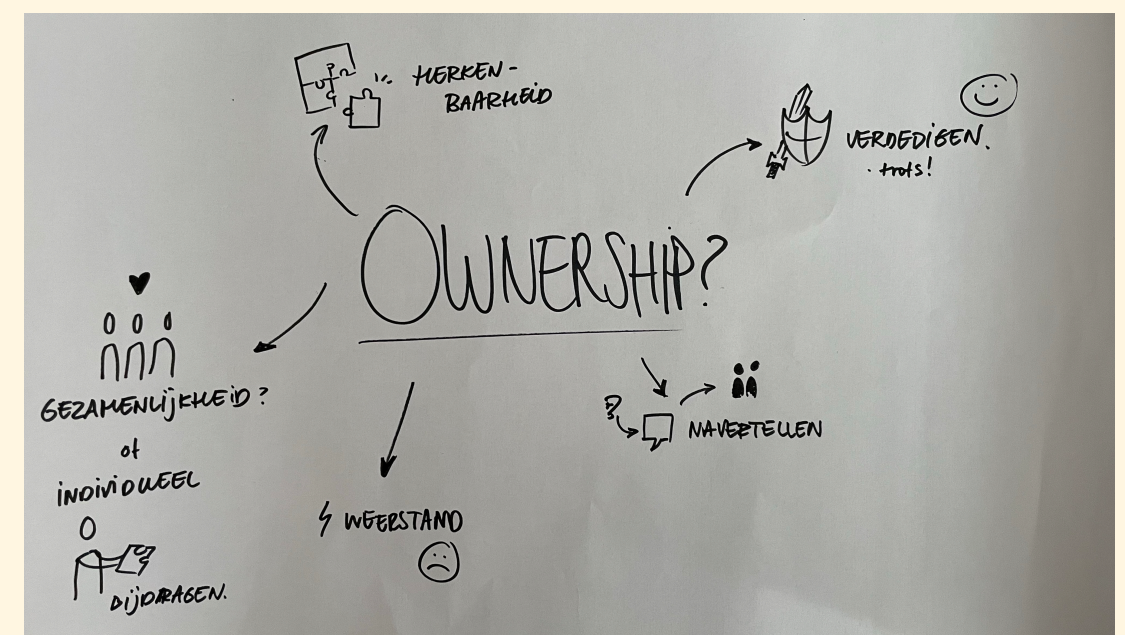
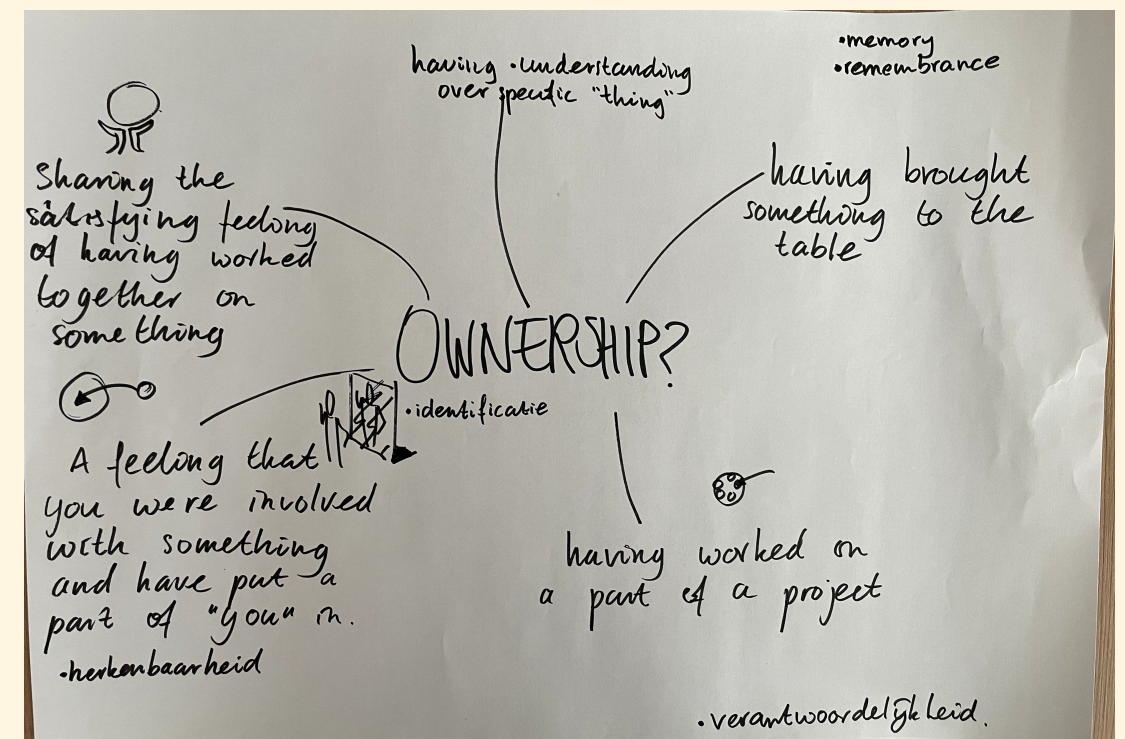
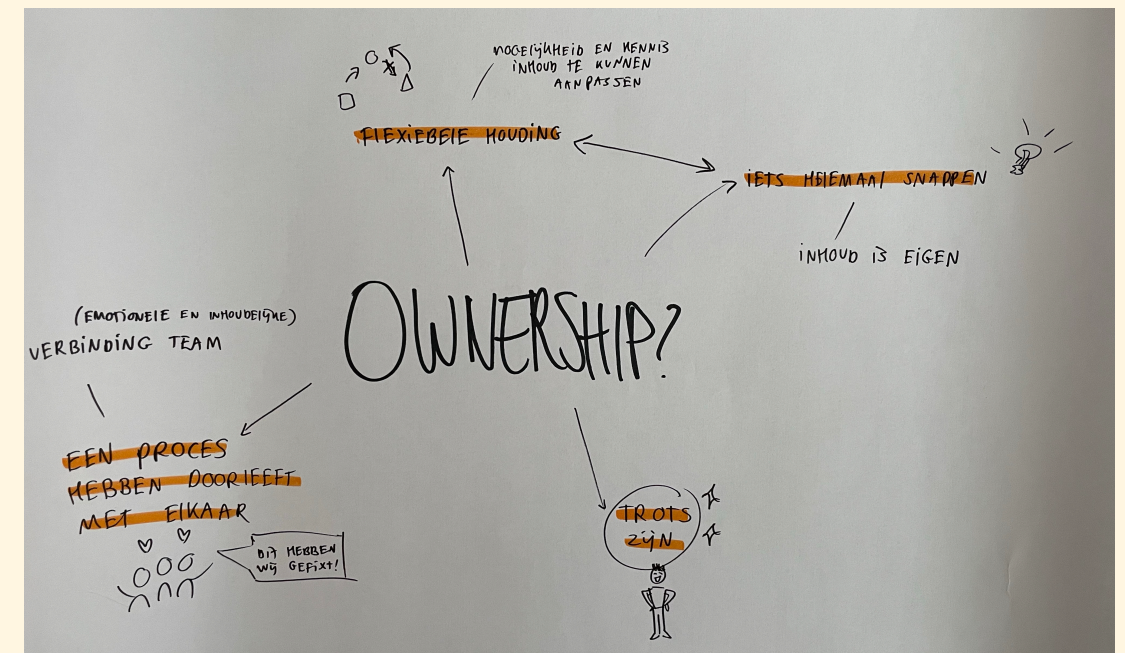
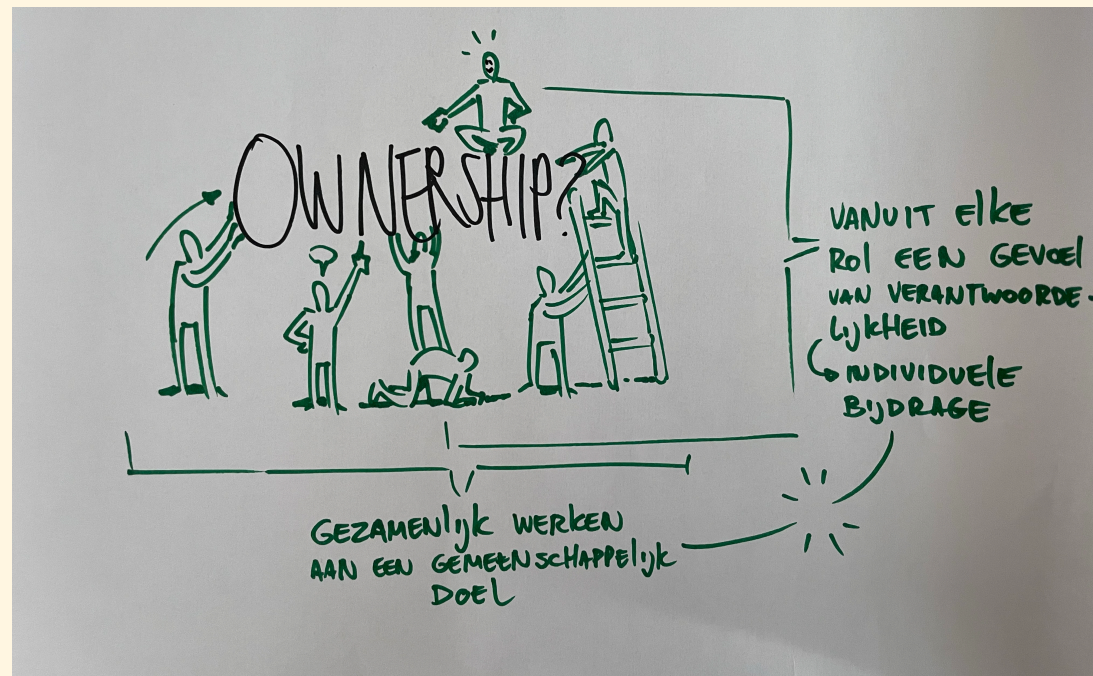
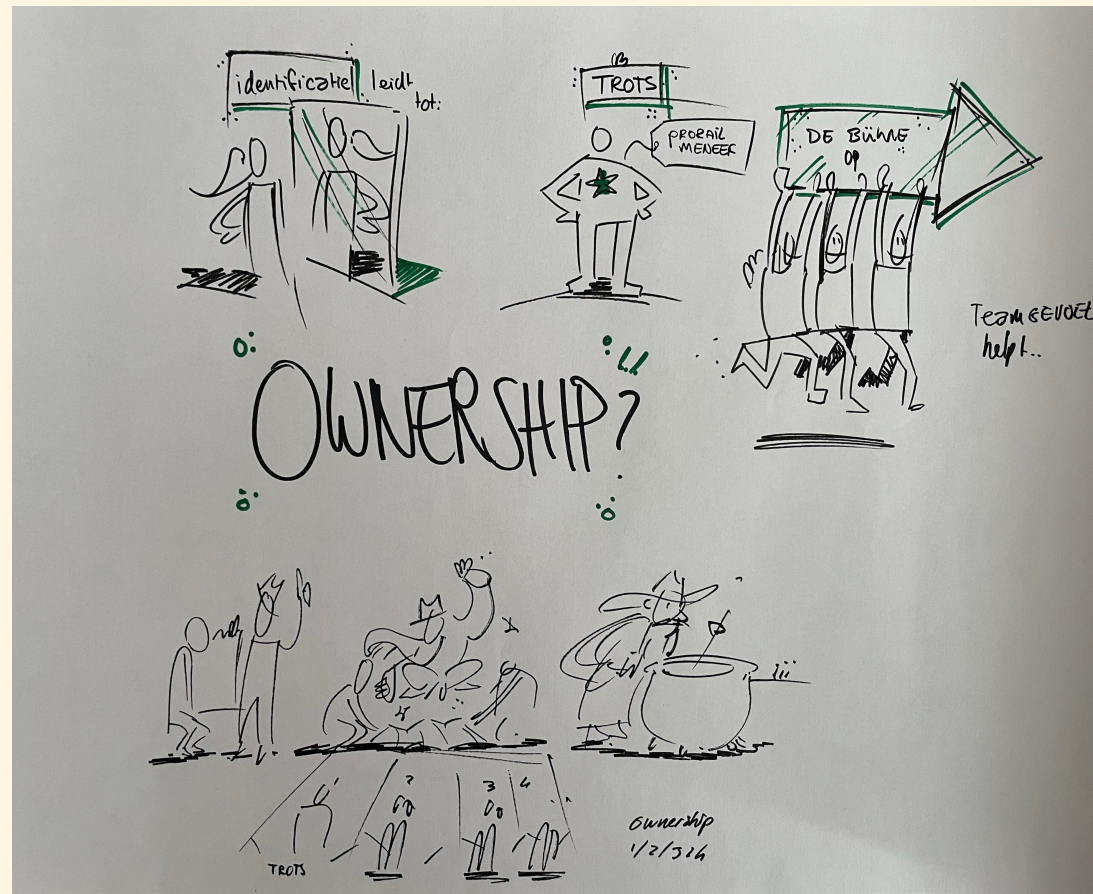


HOE KAN JE VERMIJDEN DAT HET GEVOEL VAN OWNERSHIP NIET WEGGAAT BIJ DE KLANT



OUTCOME FINAL CO-CREATION SESSION

ONE-PAGERS PERSONAL DEFINITION OF OWNERSHIP



BRAINSTORM



DOT VOTING BEST IDEAS



CLUSTERS OF THE FINALLY CHOSEN IDEAS



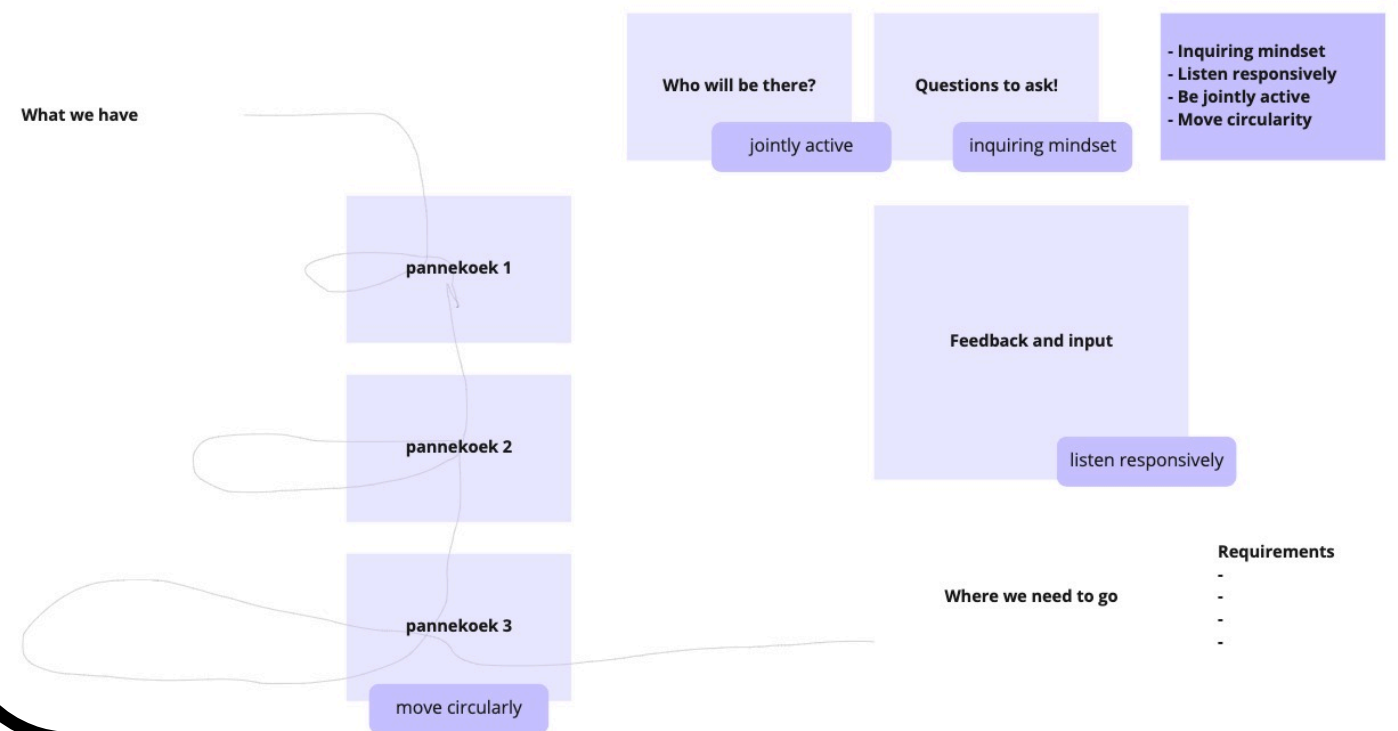
MVP PROTOTYPES FROM THE ITERATION ROUNDS

MVP 1

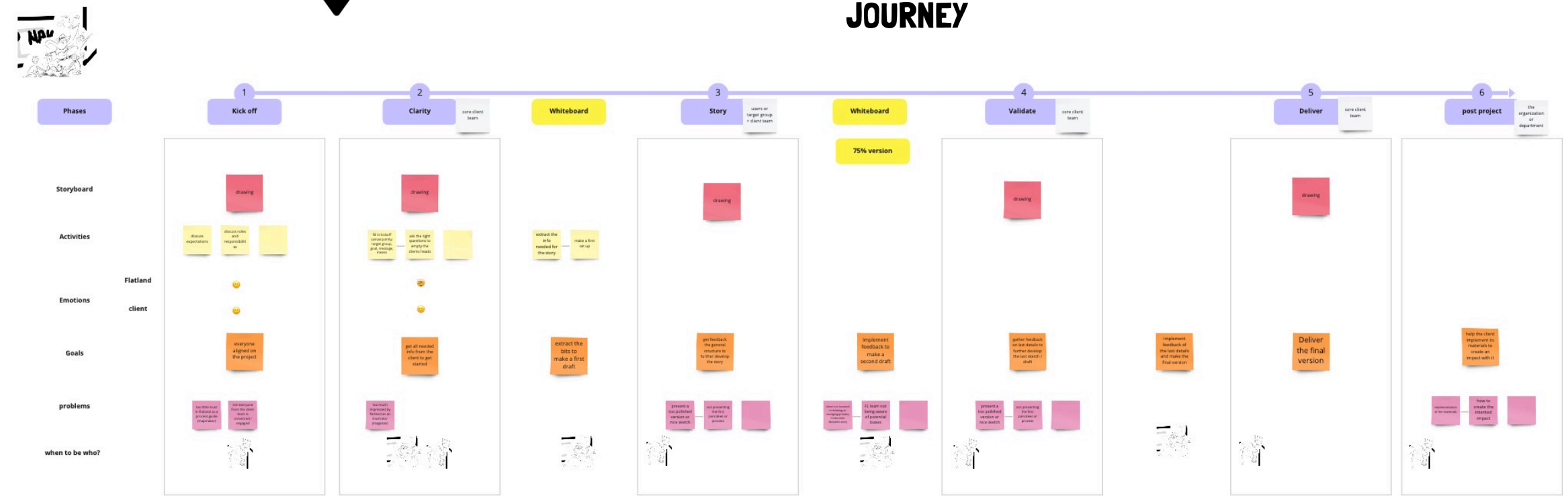
WORKSTYLES



CANVAS



JOURNEY



MVP 2

WORKSTYLES

risicos -
dilemmas op
dinsdag F kanaal



CONTENT

CONTENT

WHAT TO KNOW

REVEALING INFO

WHO ARE WE?

THE FLATLAND PERSONALIST

- 1) Aan new hiren FL ID uitleggen
 - 2) Weten wie jij maar bent, en hoe je de andere meer kan worden
- Identiteit van Flatland
 - Samen vieren
 - Skills + way of working

WHO TO BE WHEN?

THE FLATLAND JOURNEY

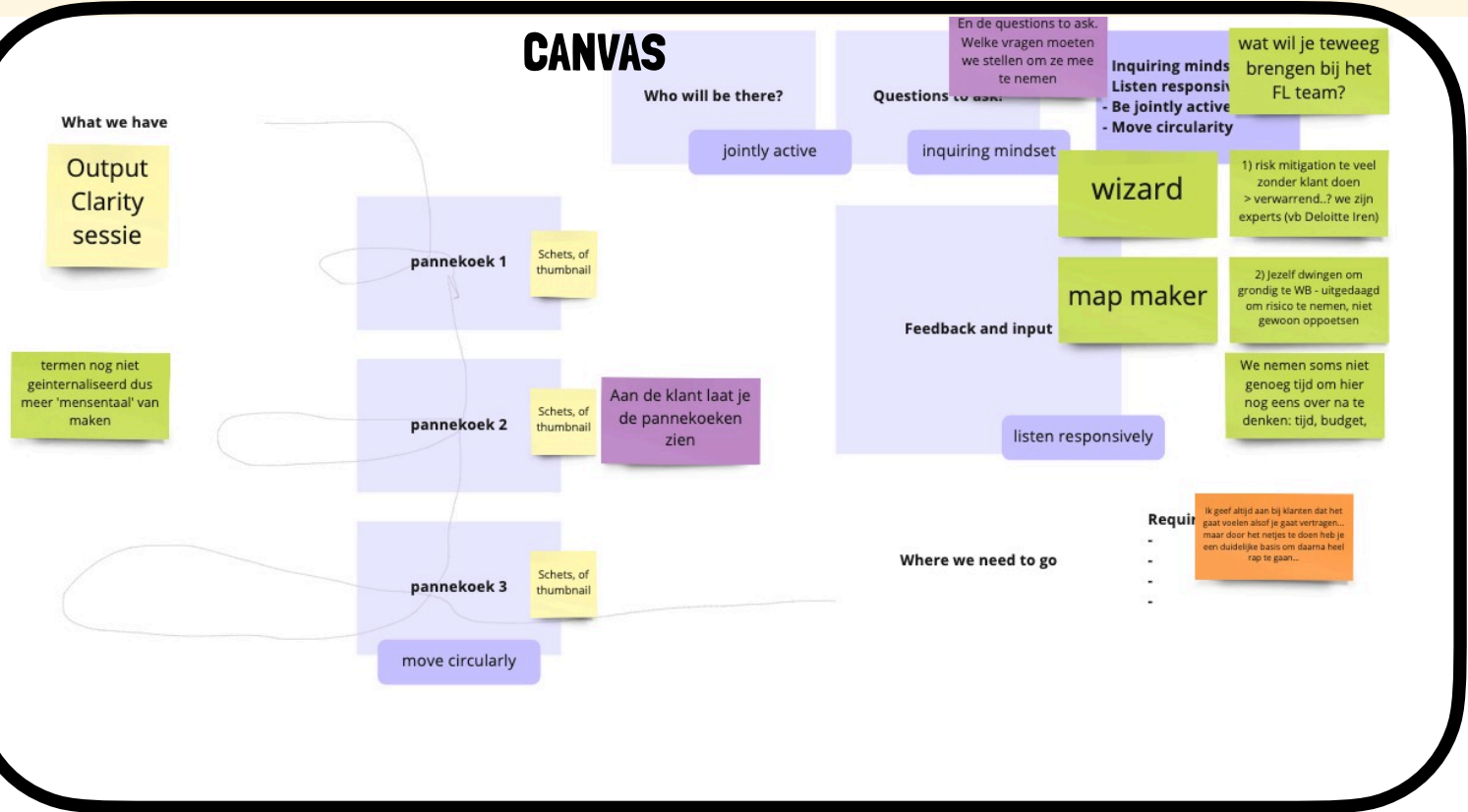
- 1) Aan new hiren de algemene FL methode kunnen uitleggen
 - 2) Weten wanneer je wie moet zijn en waarom
- De algemene methode van FL in 1 pagina's
 - Weten wat belangrijk is waarom
 - De risico (by WB) en opp area's duidelijk hebben

HOW TO DO IT?

THE REVEALING GAMES

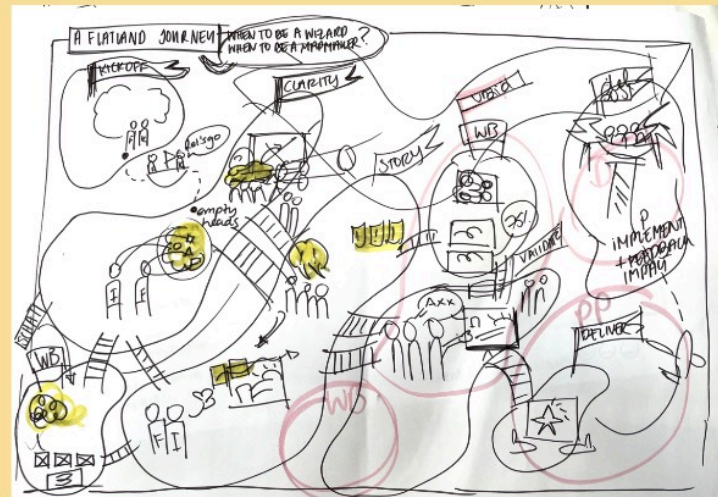
- 1) Kun...
2) Kun...
3) Kun...
- Rollen en methoden van revegering oplossen en bij de hand hebben
 - Duidelijk revegering vastleggen om het zo met het team en klant bespreekbaar te maken
 - De klant meemenen!!

CANVAS



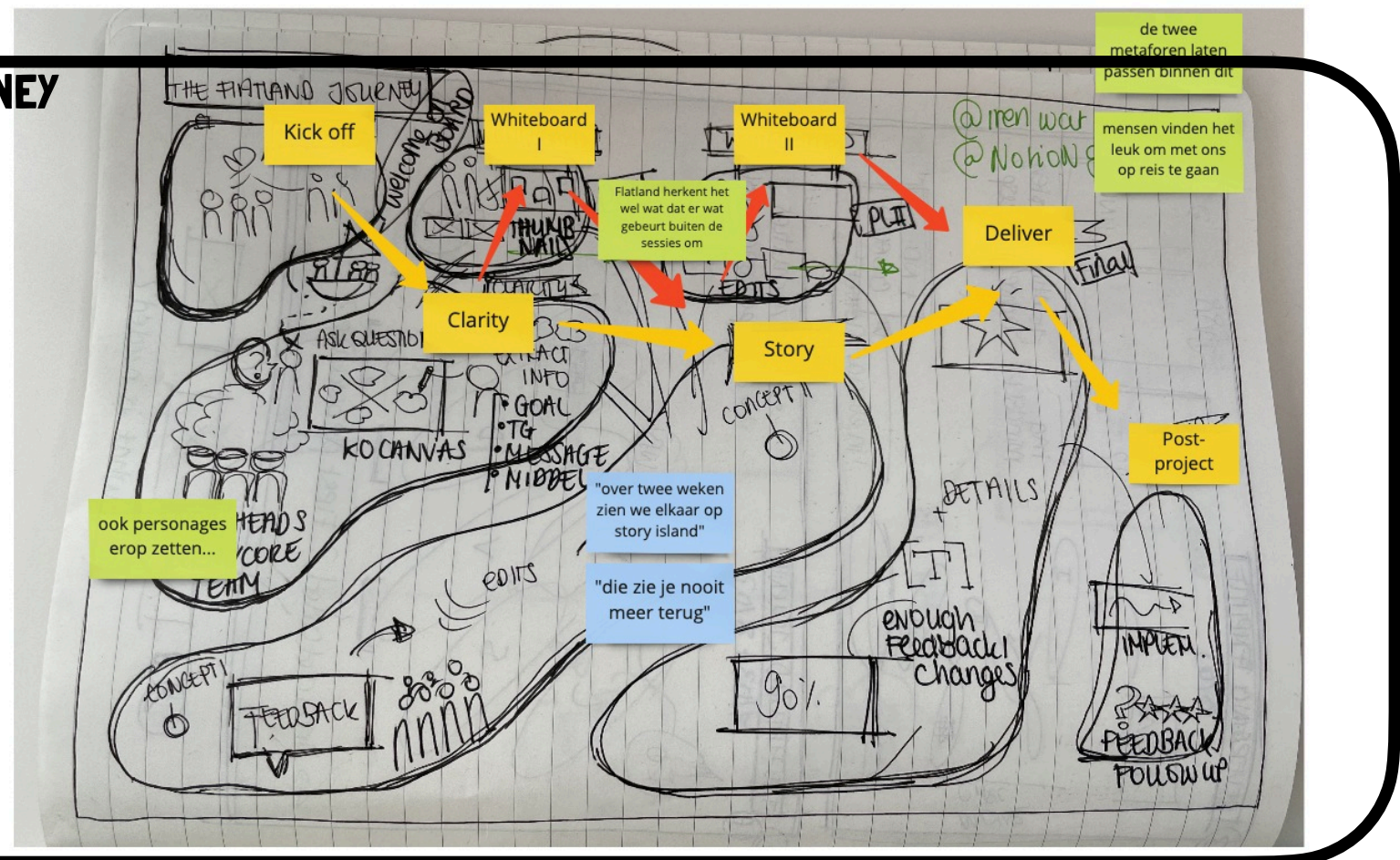
JOURNEY

THE FLATLAND JOURNEY

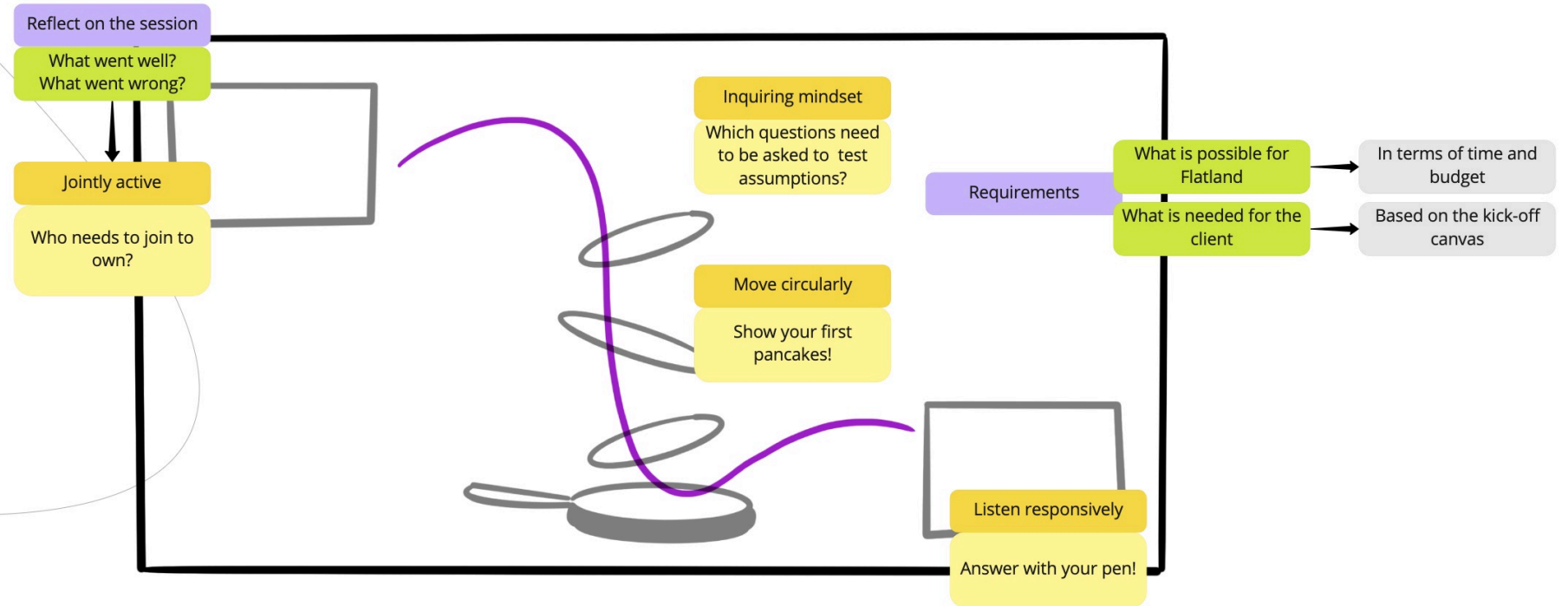
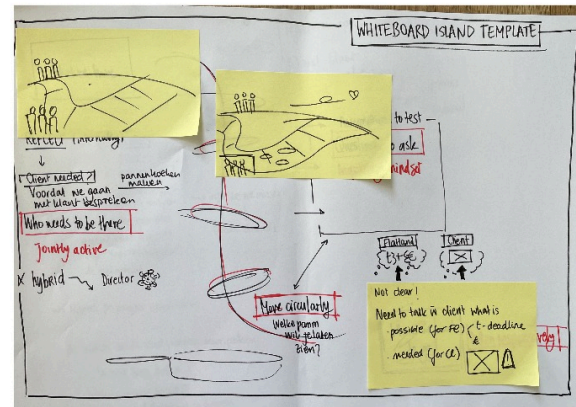
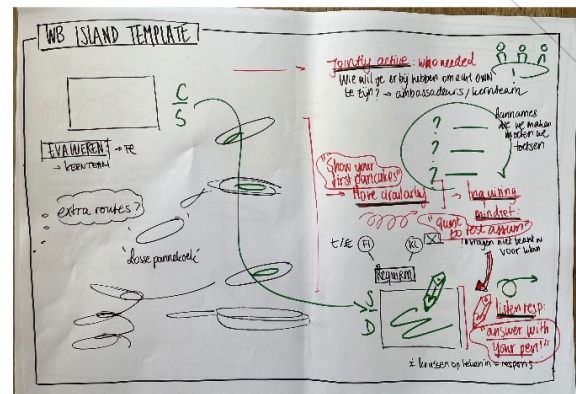
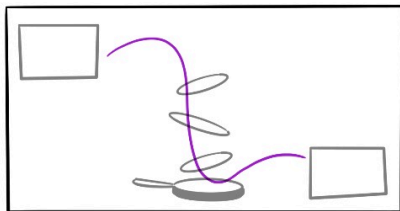


Handig herkenbaarheid: vorm revegering in vorm van het eiland

Mag redelijk oppervlakkig blijven zodat mensen zich er in herkennen



EXTRA ITERATIONS OF THE CANVAS



miro

WORKSTYLES



THE MAGIC MAPMAKER

MAP MAKING STYLE & WIZARDRY STYLE



WIZARDRY STYLE

MORE CREATIVE THAN CONSULTANTS

- INTUITIVE
- FEELING-BASED
- IDEA-DRIVEN

VERY GOOD AT...	BUT BE CAREFUL NOT...
IMAGINATION bringing imagination and inspiration from what he sees, hears or feels around him.	to bring up new ideas endlessly as it might hinder the process flow and focus on the end goal.
HUMOUR making the journey and content more engaging by adding humorous characteristics to it.	to make it all about fun it can be considered inappropriate in some more sensitive contexts.
BRING EXCITEMENT sparkling people's energy and making them excited for what is yet to come.	to be too intense and fill things in for the client instead of making them themselves about it.
PROVOCATIVE provoking by challenging people's current ways of thinking with new ideas and thoughts.	to provoke people in the wrong way or at a wrong moment as it might be inappropriate.
TRANSFORMATIVE changing people's way of looking at things, bringing new things beyond typical.	to bring up too extreme or impossible scenarios, or to promise more than is actually possible.



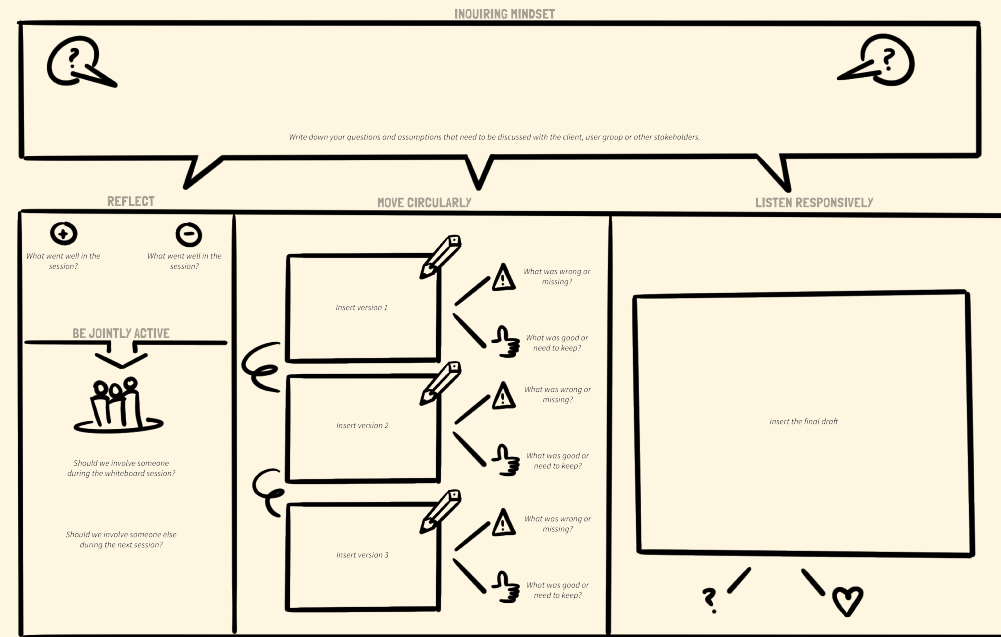
MAP MAKING STYLE

MORE ANALYTIC THAN CREATIVES

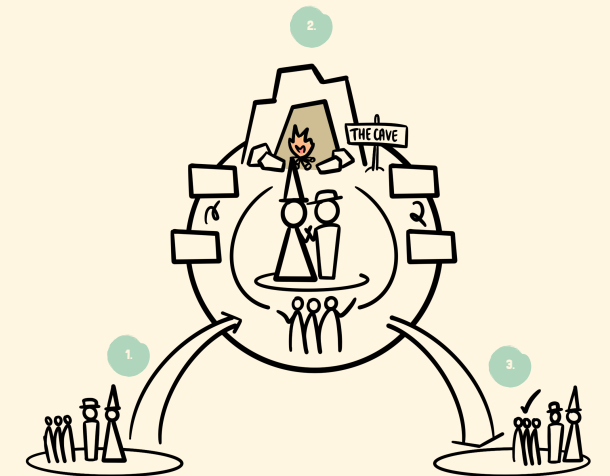
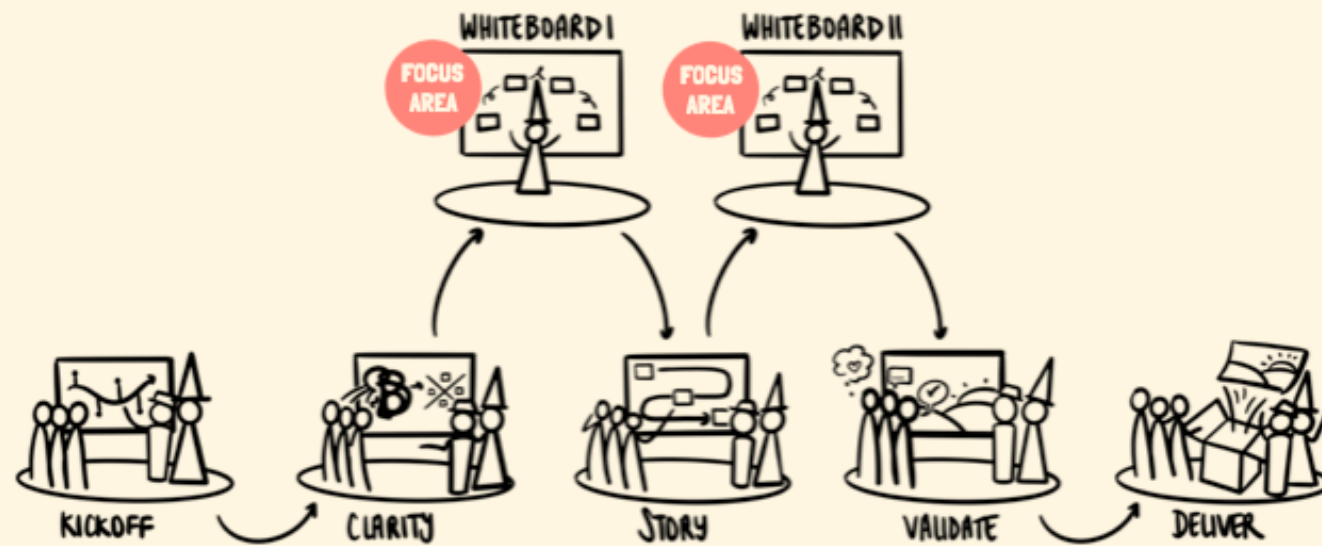
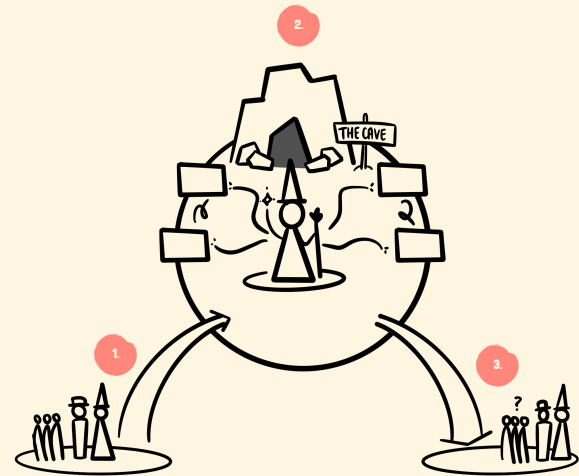
- ANALYTIC
- PROCESS-BASED
- CLIENT-DRIVEN

VERY GOOD AT...	BUT BE CAREFUL NOT...
EXPECTATION MANAGEMENT managing client expectations by communicating very clearly and frequently.	to over-communicate with the client, this might overwhelm them with information.
PLANNING mapping a detailed, realistic planning and keeping track of it throughout the project.	to be too strict regarding time-keeping can impede creativity and the room for iteration.
BRING STRUCTURE bringing structure and building a concrete plan to keep a grip on the creative process.	to stick too much to the initial plan and to lack flexibility, this could impede the creative process.
GOAL ORIENTED looking back at the goal throughout the project and making sure the goal is reached in the end.	to focus too much on the goal, so other interesting opportunities can also be explored.
ALIGN THE TEAM making a team look in the same direction and getting different perspectives on the same page.	to pick a direction of alignment too quickly, it might lead to unexplored promising opportunities.

CANVAS



JOURNEY



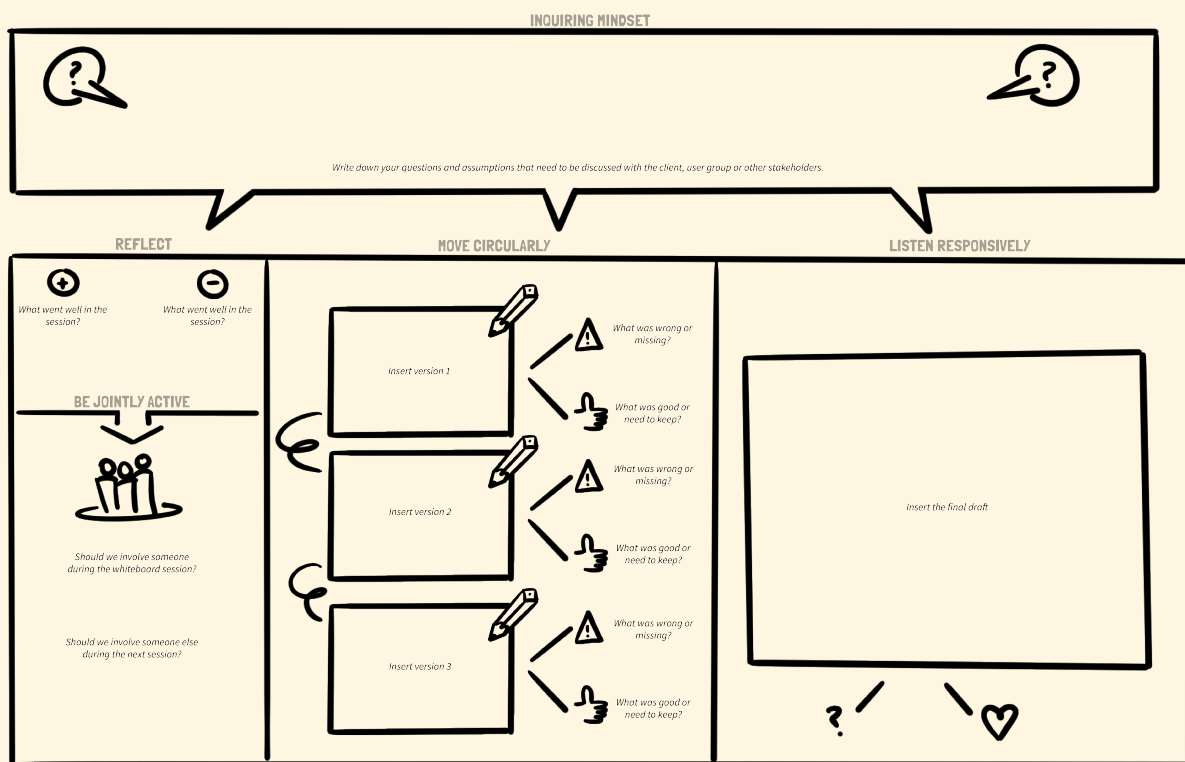
TESTING OF THE CANVAS

This appendix consists of the output from the 3 different testing rounds of the Whiteboarding canvas with Flatland.

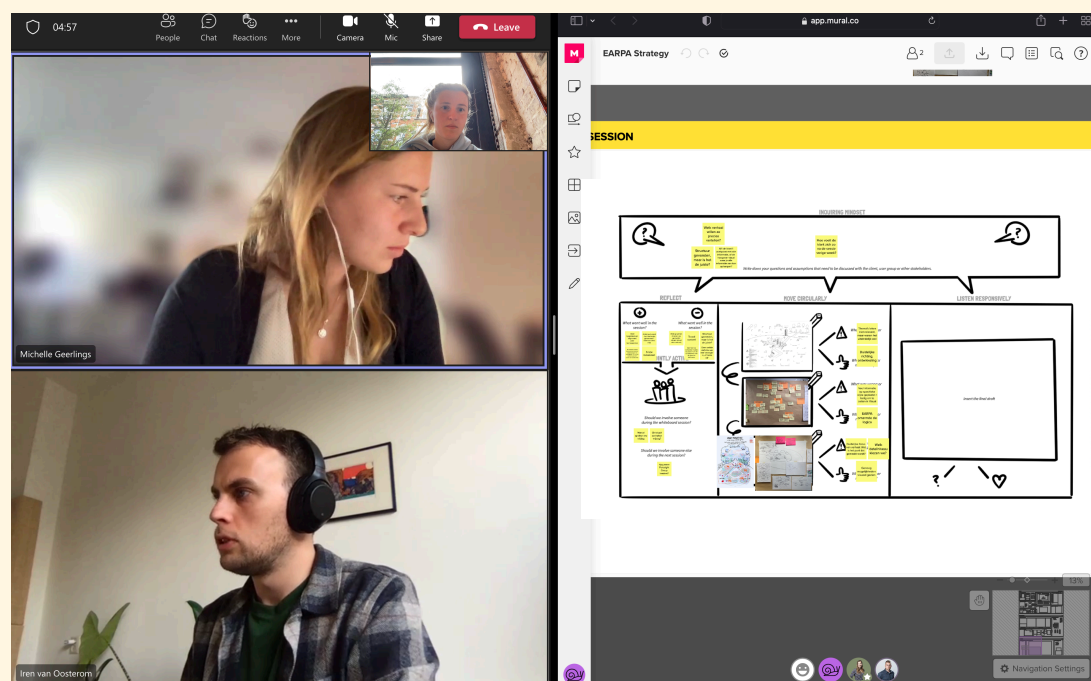
1. Mural online test
2. Photoshop online test
3. Real-life test

1 TEST 1: TEST FINAL CANVAS IN MURAL

FINAL CANVAS 0.1



TEST DURING ONLINE WHITEBOARDING SESSION



FEEDBACK AND INSIGHTS FROM TEST 1

First impression:

- 'Cool'

General feedback:

- Een heel fijne tool, helpt ook heel erg al reflectie tool - Michelle
- Ik had best wel een aftreur bij die sessie van shit verneukt maar als ik het zo zie denk ik nice! - Michelle
- In plaats van dat je meteen gaat schieten uit het niets, nog even alles overlopen en nadenken- Michelle
- Ook soms hele lange reflectie sessie, niets noteert en dan zit van shit wat nu! - Iren
- 'Helpt met alles op een rijtje te zetten' - Iren
- 'Canvas helpt om juiste vragen te stellen, waar we vandaan komen en meer vertrouwen in de opzet dan hiervoor'
- Nu wordt nieuwe schets gemaakt, maar canvas kan wel gebruikt worden om met client PO te bespreken.' - Iren

First feedback:

- Eerst opschrijven en dan vergelijken, eerst even dumpen
- Jointly active meer dan wat er nu staat
- Move circularly van de sessie ipv whiteboarden
- Meer versies dan dit!
- Waarom zoveel ruimte voor jointly active
- Meer ruimte geven reflectie
- Plekje boven move circularly, voor wat er in de sessie is gedaan en ook een eerste opzet voor whiteboard. Maar ook graag een plek voor de whiteboard schetsen
- Resultaten van het kick of canvas erin zetten!!! Anders ga je er mss niet genoeg naar verwijzen -> kan ook gewoon in tekst of met een pijltje!
- Op zoek gegaan naar nieuwe plaat / opzet tijdens de sessie

Present back:

- Aan elkaar presenteren
- Ook nog dingen toevoegen
- Vraagstellingen: How can we be jointly active
 - Verschillende opties geven @Katrina
 - En waarom met die klant toevoegen
 - Dubbelchecken wat het ook echt betekend
 - Het kan sowieso wel helpen om alvast wat thumbnails met onderbouwing aan ze voor te leggen!

Own reflection

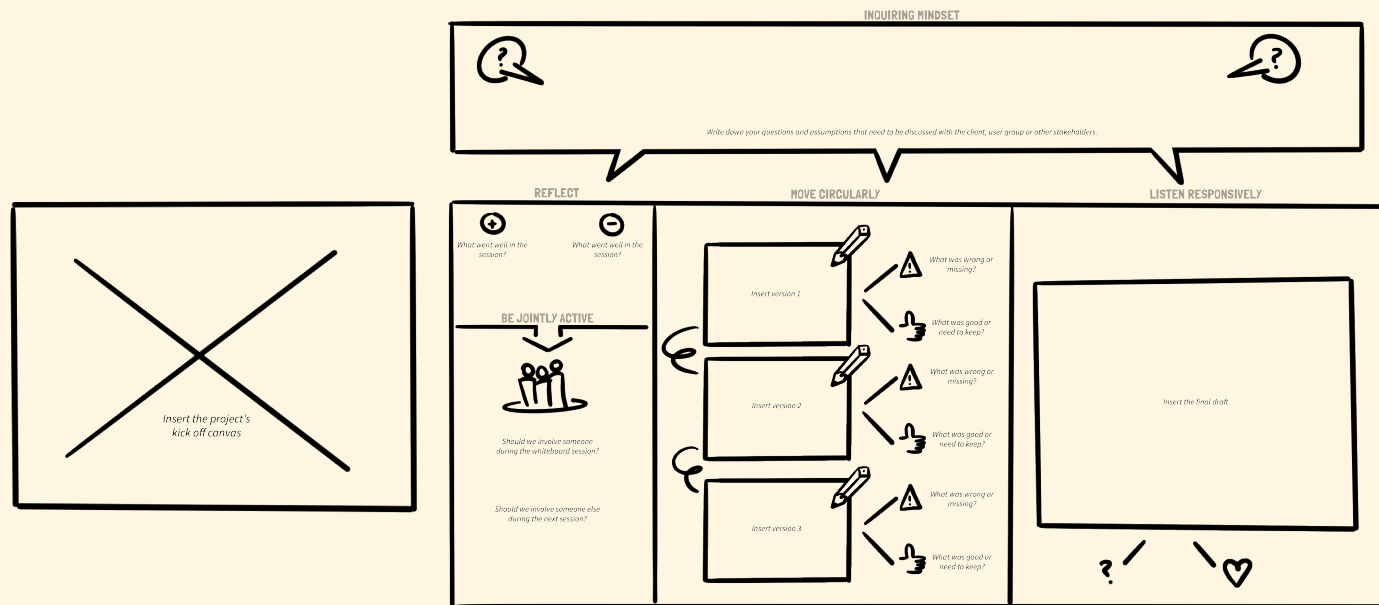
- Ook de verschillende levels of ownership toevoegen.
- Wifi stopped working, gave Iren and Michelle time to do their own reflection
- Er komt Hierna een nieuw schets

Questions

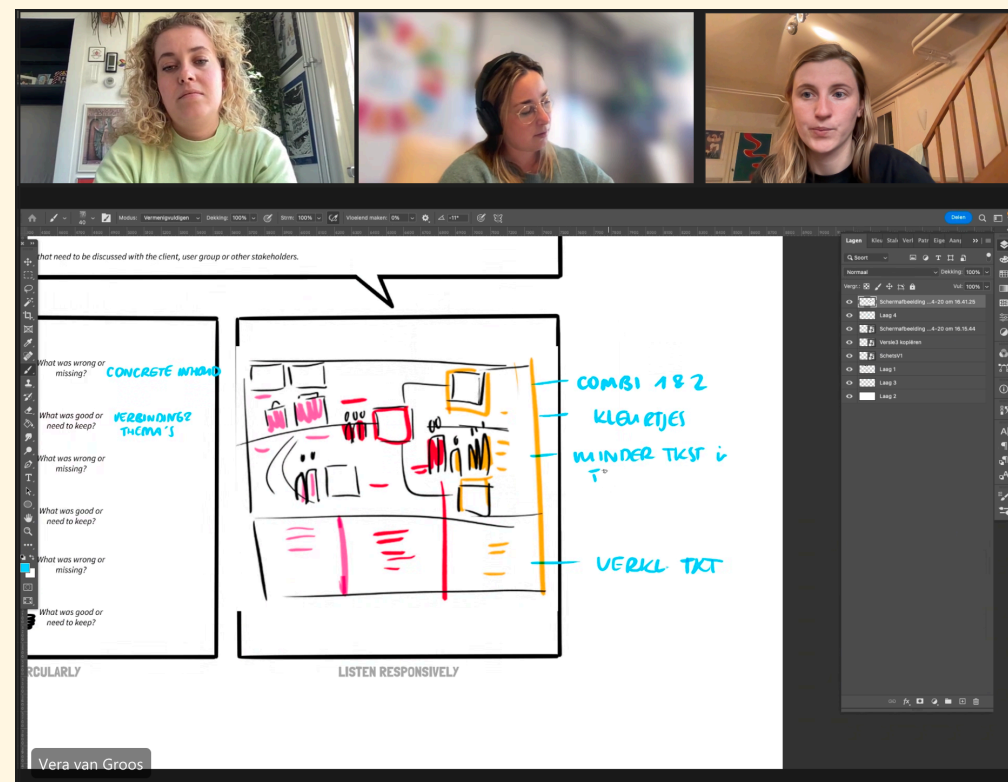
- Jullie hebben nu Mural gebruiken, maar soms ook photoshop?
 - Kan sowieso wel!!! Gewoon overheen tekenen
 - In real life uitprinten en met echte postits
- Hoe zouden jullie dit nu gebruiken als tool met de klant? Waarvoor kan het nuttig zijn en hoe kan het de klant helpen?
- Was het moeilijk om de stap van reflectie en vorige sessie naar creatie en iets nieuws opzetten te maken?
- Ook echt het canvas gebruiken in de creatie fase? Hoe kan ik dat bevorderen?
 - Screenshot van elke schets en die naast elkaar plaatsen, verantwoorde waarom je een keuze maakt.
 - Het is een soort van flow je gaat op elkaar voortborduren, dus je kiest er meestal een aantal om bv op door te werken.
 - 'Soms ga je die maar uitwerken en uitwerken en dan heb je die niet opgeslagen en kan je de variaties niet meer laten zien' - screenshot!!
 - Make different layers or take screenshots of the diff versions

2 TEST 1: TEST FINAL CANVAS IN PHOTOSHOP

FINAL CANVAS 0.2



TEST DURING ONLINE WHITEBOARDING SESSION



FEEDBACK AND INSIGHTS FROM TEST 2

Test 3: niet helemaal de juiste sessie voor een test

First comments /impressions

- Doel van dit canvas: beter en gestructureerder WB
 - Documenteren
 - En gericht aan de slag

-Ik zit al te denken is er wel een kick off canvas? / Ja die zit bij de sessie! / Hmm nu niet zeker!

-We hebben een duidelijk PO met duidelijke instructies dus loopt net anders dan normaal

- Over welke sessie? Met Madelon en Vera was meer een telefoon gesprek
 - Flatlander updaten in dit geval

Comments

- 1,2,3 versies dat is leuk!
- Ik had die nieuwe nog niet gezien / Jawel via de mail / Ohja

Feedback

- Fijn doordat je versies erin zet dat je weer nadenkt over bv die pillars van de eerste versie of het terug komt in uiteindelijke ontwerp. Goede ideeën die je al begin hebt gehad niet vergeten – F
- Je bent geneigd om elke keer een versie weg te gooien, kijken waar ik vandaan kwam. Anders nooit meer terug gegaan naar kolommen

Eigen reflectie

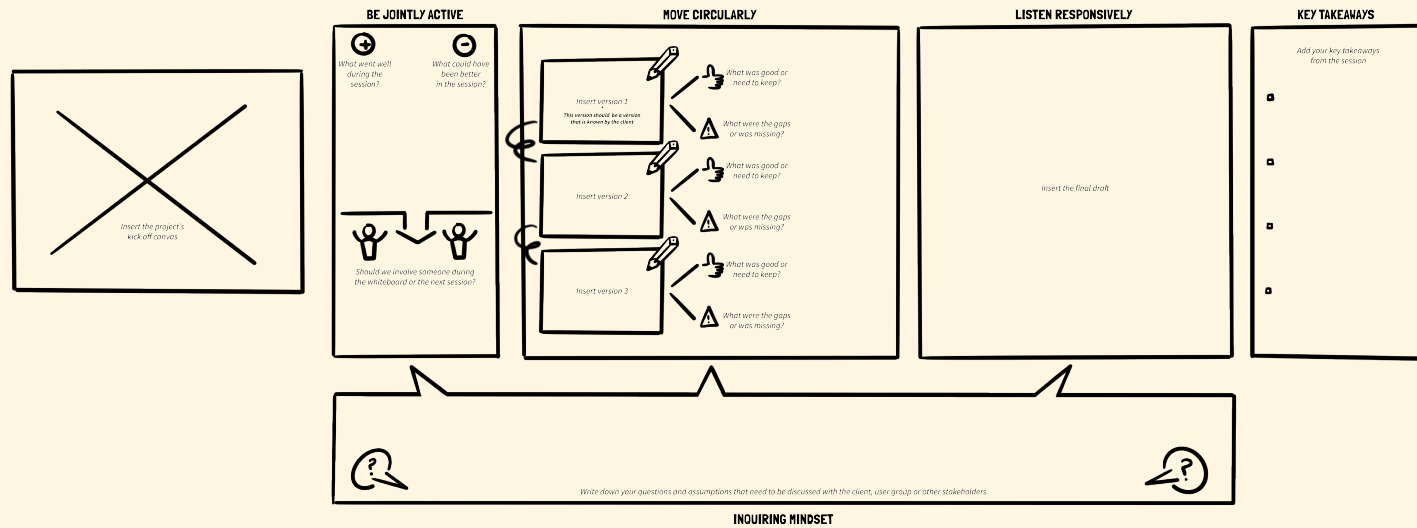
- Ook een soort conversation starter, dingen verduidelijken onder elkaar
- Inderdaad mss clickable maken zodat mensen het kunnen zien als er feedback of kleinere tekst op staat
- Uitleg / doel toevoegen aan canvas zodat het zonder uitleg gebruikt kan worden
- Wordt wel gebruikt om naar vorige sessies te grijpen – alles op 1 plek, oude elementen terug laten komen
- What was missing and could keep? Heel leuk om invullen

Edit:

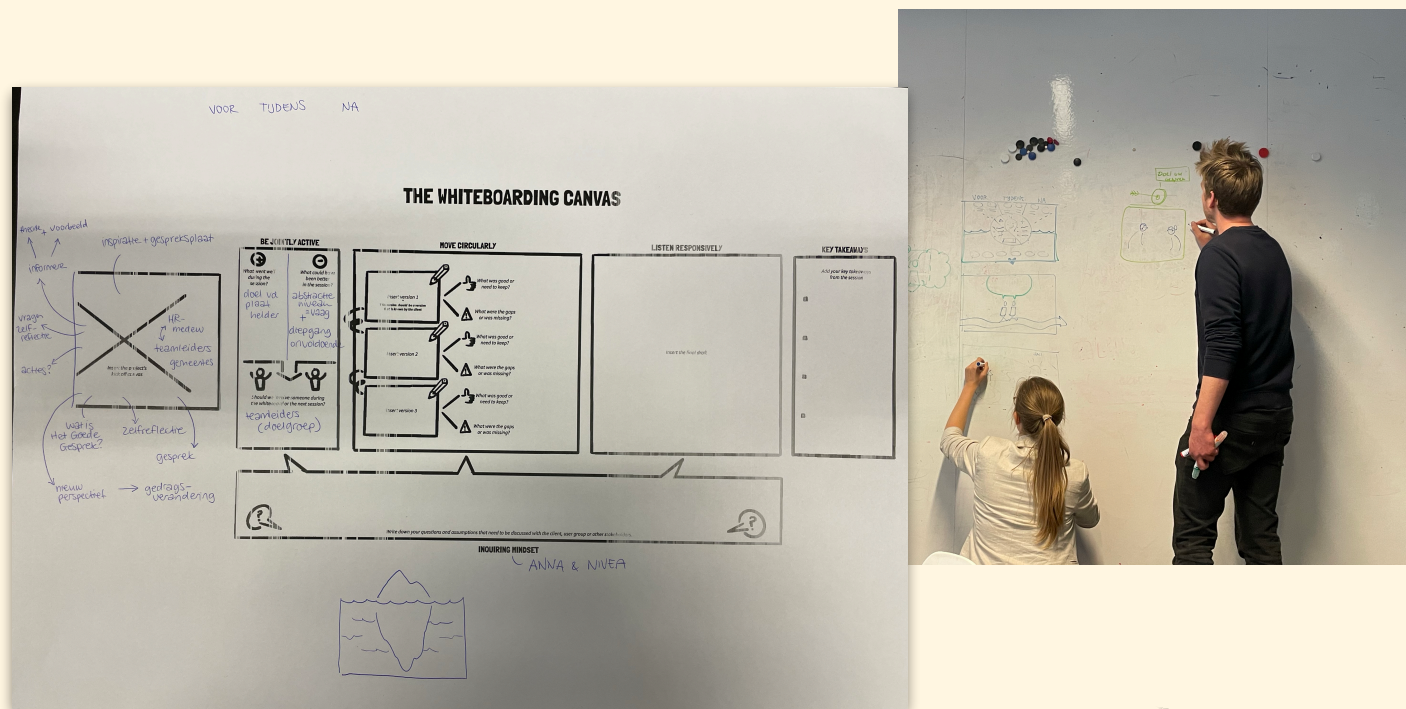
- WRONG = better or missing, want je vind niet snel dat iets wrong
- Als het gierend wrong is gegaan kan je eig niet whiteboarden!
- Mss ook toevoegen what have you learned?
- Inquiry mindset andersom, meer op het einde
- Als je terug koppelt naar de client: wat wil je sws laten zien aan de client, soms vergeet je wat je heel duidelijk wilt meegeven aan klant
- > MAIN TAKE AWAYS FROM THE WB SESSION

3 TEST 3: TEST FINAL CANVAS IN REAL-LIFE

FINAL CANVAS 0.3



TEST DURING REAL LIFE WHITEBOARDING SESSION



FEEDBACK AND INSIGHTS FROM TEST 3

General feedback

- Heel logisch, deze stappen heb ik ook graag...
- Risico dat we met hun info van 1,5 uur verder gaan en eerste schets gaan maken
- Volgende sessie moeten de teamleiders erbij zijn en niet alleen HR-leiders
- Moet tot verandering leiden bij teamleiders, dus dat moet wel
- Oude schets of versie erbij halen helpt wel om WB op gang te zetten
- Wat zou het goede en het slechte zijn van iedere versie en hoe kunnen we dit combineren??? – Frol
 - O Onder / boven
 - O Voor / tijdens / na
 - O Why / how / what
- O Geen Eureka moment, hadden mss meer moeten vasthouden aan informatie uit de vorige sessie ipv documenten vd klant - Frol
- O Niet proberen 1 ding van te maken, maar eerder verschillende versies laten zien in de story sessie en met hun checken – Irol
- Vragen en terugkoppelen ad klant...
- Vrijdag middag is niet echt wb tijd
- De besluiten die je hebt genomen en zoektocht laten zien, maar ook wat je nog niet weet en waar je niet mee verder kon
- Veel meer met de klant creëren ipv zonder

Own reflection

- Documentation tool
- Reflection tool
- Conversation tool
- Structure < map maker tool

Implementation - To do

- Grote poster voor in elke ruimte – Flexibele magneet = niet te veel beperken, zodat we het wel doen
- A3tjes printen!
- Notion
- Mural canvas
- Photoshop proof canvas
- Implementatie plan met deze dingen erin!!

