

JUMPSTARTING INNOVATION WORKBOOK—USAF

STEP ONE: SET HIGH-QUALITY TARGETS

State your initial targets: What are the major trends moving your world? Which trends are driving your target? Which trends are hindering your target? Why is this an important trend?

What do **high-quality** targets look like?

- They are **specific** things you can measure in ways everyone can agree on
- They have **end dates**
- They are things you can be **certain** about
- They are **brief**
- They are **feasible**—things that your organization can actually achieve
- They move you. They have that **“wow”** factor

How probable is it that you will hit your target?

What will the impact be?

High	Watch it	Plan On it	Plan On It
Medium	Forget It	Watch It	Plan On It
Low	Forget It	Forget It	Watch It
Probability/Impact	Low	Medium	High

STEP TWO: ENLIST DEEP & DIVERSE DOMAIN EXPERTISE

Do you have the people you need to hit this target?



How do you improve these ideas? Ask yourself:

Combine: What if we combined this with something else?

Reverse: What if we did the opposite?

Expand: What if we made it larger?

Adapt: What if we changed some part of this?

Trim: What if we made it smaller?

Exchange: What if we traded places with something else?

Credibility: How would we get stakeholders to believe we have what it takes to pursue this idea?

Resources: What money and other resources are required to pursue this idea?

Interest: What do we personally want from pursuing this idea?

Time: What are the timelines for pursuing this idea?

Information: What facts and data should we apply to this idea?

Qualifications: What expertise do we have to pursue this idea?

Understanding: What do we know about this idea?

Effect: What result will this idea produce?

STEP THREE: TAKE MULTIPLE SHOTS ON GOAL

Structured Brainstorming: Write down your ideas!

The form is a 2x2 grid with a light blue goal net background. The quadrants are labeled as follows:

- Collaborate** (top-left, orange header)
- Create** (top-right, green header)
- Control** (bottom-left, red header)
- Compete** (bottom-right, blue header)

The Four F's of Brainstorming

- F**luency: Be abundant: multiplicity of ideas is crucial
- F**lexibility: Creative: think outside of the box
- F**reedom: Open-minded: be open to ambiguity
- F**low: Energetic: keep the momentum

Select Great Ideas:

- Does it solve the problem?
- Is it feasible?
- Is it "wow"?

STEP FOUR: LEARN FROM EXPERIENCE AND EXPERIMENTS

Self-Diagnosis: What worked and what didn't work from the original ideas and actions?

Works		Doesn't		Works		Doesn't	
Works		Doesn't		Works		Doesn't	

Plan for new approaches in the future:

Start/Do More		Start/Do More	
Stop/Do Less		Stop/Do Less	
Stay/Do Nothing		Stay/Do Nothing	
Start/Do More		Start/Do More	
Stop/Do Less		Stop/Do Less	
Stay/Do Nothing		Stay/Do Nothing	

Mistakes & Corrections List:

Mistake

- Believing you can see the future
- Choosing Big over Fast
- Mistaking your officers for innovators
- Having more ambition than capability
- Starting at the center and moving out
- Listening to the wrong stakeholders
- Failing to connect the dots

Correction

- Make smaller and wider bets
- Pick up your pace
- Encourage and support your deviants
- Base your strategy on your capability
- Work your innovations from the outside-in
- Follow the stakeholders who move first
- Teach your leaders to be free and responsible