

tool: Challenge Mapping

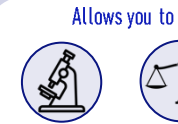
How can we break down our challenge to understand how we might begin to address it?



What is it?

Challenge Mapping is an interactive design tool that helps diverse users jointly define and dissect their problem. Because complex challenges are often overwhelming and seemingly impossible to solve, this approach guides the team through a process of breaking down that overarching challenge into smaller pieces. These sub-components, or “sub-challenges,” are easier to contend with, yet necessary for solving the larger issue. When defining these challenges and “sub-challenges,” we frame them in the form of “How might we...?” questions, which means they are reframed from problems into possibilities.

Through this process, Challenge Mapping allows members of diverse specialized communities, whether from business, government, academia, or elsewhere, to see how their work relates to solving a challenge or goal shared by others. Challenge Mapping also helps diverse stakeholders visualize critical bottlenecks to progress which, if not addressed, might stymie efforts to generate and/or implement solutions.



When to use it?

Challenge Mapping is a great tool to use when you want to rally a group of diverse stakeholders around a shared challenge by identifying opportunities for collaboration and joint action. What's more, this tool helps teams visualize bottlenecks that might hinder their progress toward a collaborative solution. Used in group settings to connect various participants' perception of a challenge to one another and to higher order objectives, Challenge Mapping offers value in the converge, prototype, and implement phases of a Social Innovation Lab. More broadly, Challenge Mapping injects an ability to visualize connections between ideas—offering powerful benefits in instances when perspectives diverge widely.

LEVEL OF COMPLEXITY

Requires some engagement with users prior to administering the tool. Appropriate for iterative use, allowing users to revisit content over the course of a Social Innovation Lab. Can be completed in one day.



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tool: Challenge Mapping

How to use it

Step 1: Begin the map with a single challenge that represents the focus of your team's efforts. Write the challenge on a sticky note, framing it as a "How might we..." question to invite ideas and actions by others. Place this "focal challenge" in the middle of your Challenge Map.

Step 2: Grow your map upward by asking "Why?"

Why do you want to address your challenge? What is your rationale for action? Write your answers in the form of "How might we..." questions on sticky notes and place them above your starting challenge.

Step 3: Grow your map downward by asking, "What's stopping us?"

What are the bottlenecks that, if not addressed, will impede a solution? Write your answers in the form of "How might we..." questions on sticky notes and place them below your starting challenge.

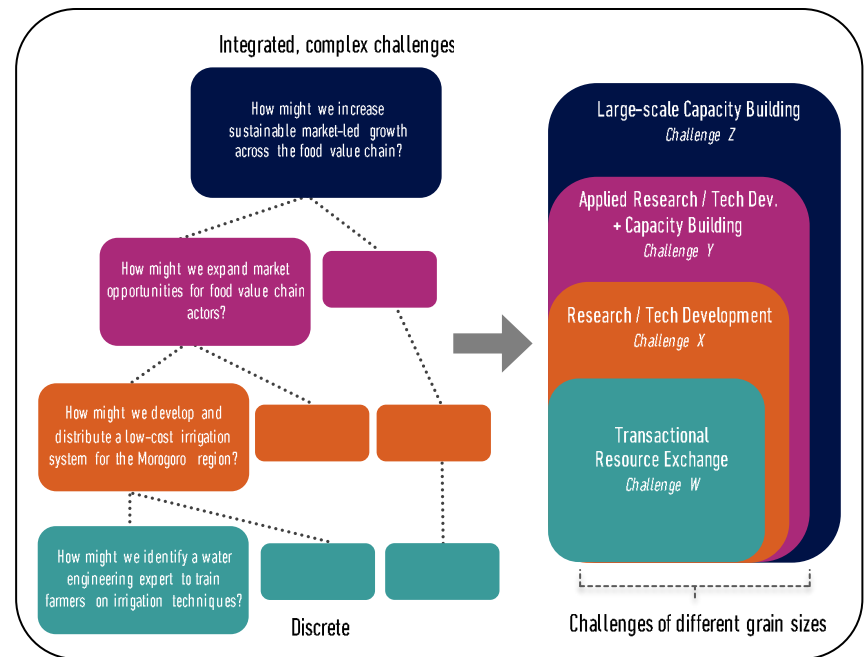
Step 4: Expand your map in all directions, continuing to use the framing, "How might we..."

What Next?

After building out the Challenge Map, your team can use one or more of the following next steps to further mobilize collective action:

- Select two to three sub-challenges from the map and begin ideating solutions (using additional design thinking approaches like brainstorming and rapid prototyping). For example, which challenges best represent the problem your team seeks to solve together? Which are most feasible to tackle? On which challenges could you start work tomorrow?
- Design a research strategy: What do you not know about these challenges / opportunities that you should know to move forward? Time to dig into the knowns, unknowns, and assumptions (KUAs) underpinning each challenge on the Challenge Map.
- Design a partnership strategy: With whom do you need to engage on these challenges / opportunities? Who is currently absent from the network? How might we work together in new ways to achieve progress?

Example Challenge Map



Field Notes

A Case Study of Challenge Mapping in a Social Innovation Lab

In November 2013, The Rockefeller Foundation named the Global Knowledge Initiative one of its premier Social Innovation Labs. In this role, GKI designed and delivered a systems-based approach to address the issue of post harvest food loss in Sub-Saharan Africa. In the first phase of this Social Innovation Lab, GKI organized and facilitated six international workshops, drawing together a range of stakeholders with diverse perspectives and knowledge on the challenge of post harvest food loss, including producers, processors, distributors, researchers, policymakers, and others. The workshops used Challenge Mapping to extract stakeholder insights on the bottlenecks to and opportunities for reducing global food loss, and on the key actors well-placed to exert influence over those bottlenecks / opportunities. Across all six workshops, stakeholders identified 590 distinct sub-challenges related to the overarching post harvest loss challenge. These insights were prioritized and used to inform The Rockefeller Foundation's and other stakeholders' learning and decision-making on how to where to invest resources to innovate solutions to this complex challenge.

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tool: Network Ecosystem Diagram



What resources exist in our network and where do we seek those resources we currently lack?



What is it?

Network Ecosystem Diagrams visually capture those resources available and needed to address a network's shared challenge and to meet strategic objectives. They map resources that the network members have, those that they lack but could potentially access, and those that they need and which merit outreach or engagement with stakeholders to access. Thus, the Network Ecosystem Diagram helps network members clarify their resource needs such that they can reach out intelligently to potential partners who either have those resources, or the capacity to access them.

Two benefits enhance the value of this tool. First, the tool employs the novel THICK Methodology (see next page) to categorize resources into five essential buckets: technologies, institutional/infrastructural resources, human resources, collaboration/communication resources, and knowledge resources. Nudging partners to look beyond money to those resources that may already exist within a given system enables formation of more focused partnerships with a higher probability of acquisition of needed resources. Second, tracking partners' journey from disconnected to linked is simply performed by mapping the migration between rings within the Network Ecosystem Diagram.



Allows you to



Delivers insights on

When to use it?

Network Ecosystem Diagrams allow network members to identify what resources are available within the network (center ring), are not available within the network but which may be located through other organizations (second ring out from center), and which are neither available nor are located in a known institution (outer ring). Once potential partners map their challenges to determine which aspects are ripe for collaborative action, the Network Ecosystem Diagram offers a powerful next step. Constructed in an interactive workshop setting and augmented with secondary research and interviews, the tool is best used when partners seek to link to those individuals and institutions positioned to fill resource gaps.

LEVEL OF COMPLEXITY

Requires some engagement with users prior to administering the tool as well as dedicated time for background research, interviews, and other fact-finding activities. Can be completed in one day and should be revisited by users over the course of their project.



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Prototype

Implement

tool: Network Ecosystem Diagram

How to use it

Once your team has chosen a specific challenge or set of challenges, begin thinking through the various resources available and needed in your network. These resources can be categorized by the THICK Methodology, which defines resources as Technological, Human, Institutional / Infrastructural, Communication / Collaboration, or Knowledge resources. Designed by GKI to track needed and available resources, THICK offers a powerful and simple vocabulary to would-be network members when discussing the resources that fuel innovation and problem solving.

Write the resources on the diagram using the following organizing principle:

Inner Ring: We need this resource to address the sub-challenge and we are already connected to it

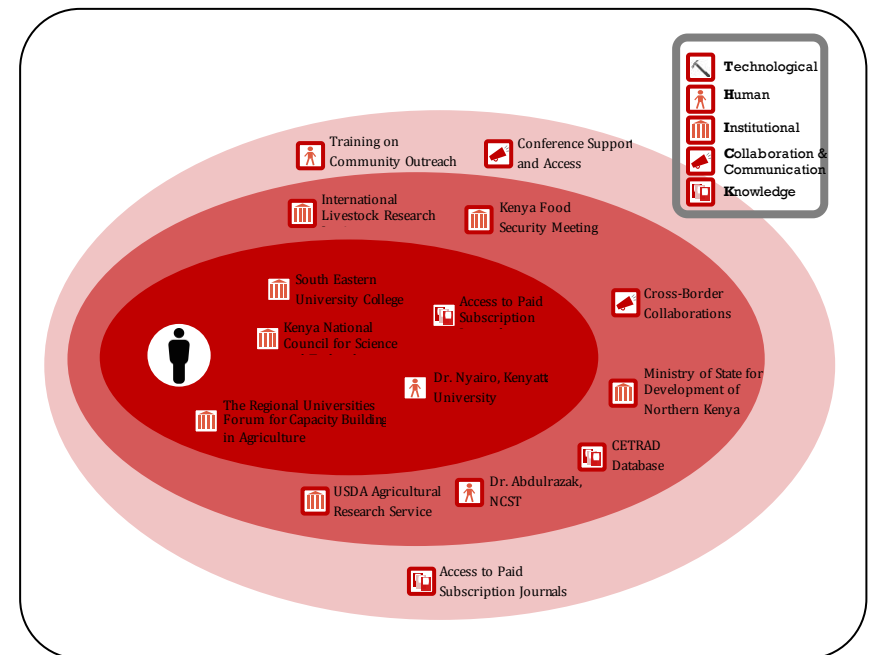
Middle Ring: We need this resource, we know where it exists, but the team is not connected to it

Outer Ring: We need this resource, but we don't know where it exists

Keep these tips in mind:

- Be as specific as possible
- Use icons to showcase the type of THICK category in which the resource lives
- Include source (e.g., person or institution) for all resources at the center and in the middle ring
- Propagate Network Ecosystem Diagrams with others who can help you identify potential sources / connections
- Build as many Network Ecosystem Diagrams as needed to accommodate the number of sub-challenges you are addressing
- Consider building out a Network Engagement Plan to prioritize outreach according to the degree of need for the resources specified

Example Network Ecosystem Diagram



Field Notes

A Case Study of Network Ecosystem Diagrams in a Social Innovation Lab

In November 2013, The Rockefeller Foundation named the Global Knowledge Initiative (GKI) one of its premier Social Innovation Labs. In this role, GKI designed and delivered a systems-based approach to address the issue of post harvest food loss in Sub-Saharan Africa. In Phase II of the Social Innovation Lab, GKI conducted primary and secondary research to compose a Resource Assessment Report that featured 26 case studies of projects or organizations currently tackling food loss challenges. By looking across the cases through the lens of resources, composite Network Ecosystem Diagrams further showcased the range of resources available to and needed by those organizations / projects featured in the case studies. In sum, the Resource Assessment Report validated the need to develop creative approaches aimed at amplifying the global resource base being put to use to reduce post harvest loss and achieve transformative impact in ways faster and more inclusive. The tool also supported inclusion of specific institutions as potential network members.

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tool: Strategy Shaping

How do I craft a strategy that captures my goals and the inputs needed to accomplish them?



What is it?

Strategy Shaping enables teams to visualize their mission by creating a map—collaboratively and in real time—that demonstrates how the many pieces of a project or initiative fit together. Participants begin by identifying their value proposition: the fundamental goal that sets their organization, initiative, or product apart from others. From this starting point, participants use sticky notes to build a visual storyboard of how their goals can be achieved, starting with the activities that bring their project to life.

Iteratively, participants add resources and actors to the map, illustrating how they work together to perform the listed activities to produce noted outputs and outcomes. By exploring the ways these resources, actors, activities, outputs, and outcomes fit together, teams create a logical model of how their project might work. The highly visual format of the Strategy Map enables diverse participants to easily understand the big picture, while the mutable nature of the sticky notes encourages participation, negotiation, and adjustment, enabling large groups to work collaboratively with ease.

Encouraging experimentation and hypothesis testing, Strategy Shaping does not aim to produce a single bullet-proof strategy. Rather, it offers a canvas on which to illustrate alternative strategies, test, and refine them. This practice builds the confidence of teams to imagine strategic scenarios and examine trade-offs, alternative pathways, and efficiencies.



When to use it?

Strategy Shaping provides a visually compelling, temporal story of an integrated initiative. Strategy Shaping is best used after both a shared vision is established and the challenge a group seeks to solve has been framed (example: after using Challenge Mapping). As a group, team, or network begins to consider how to progress toward a set of outcomes, Strategy Shaping can offer a simple and interactive approach to strategy setting. What's more, because of its simplicity, it offers a logjam to overcome the inertia that can impede long-term strategy planning. Why? Because Strategy Shaping is a tool to rapidly prototype strategy. Useful in a range of circumstances, if shared with external partners, the resulting Strategy Maps can enable stakeholders from diverse fields or organizations to understand how an initiative operates and to what goals it aspires, encouraging feedback and strategic improvements.

LEVEL OF COMPLEXITY

Dedicate time for background research, interviews, and challenge framing activities prior to use. Once this preparation is performed, the actual facilitation can be completed in one day. The Maps should be revisited by users over the course of their project.



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tool: Strategy Shaping

How to use it

Step 1: Consider your value proposition: what is your organization's/initiative's goal? How might you go about achieving that goal? What sets your organization/your product apart from others?

Step 2: Write your value proposition on an orange sticky note and place it at the top of your Strategy Map.

Step 3: To achieve your value proposition, you must deliver specific outputs and outcomes. Write each discrete output / outcome on separate yellow sticky notes. Remember to be as succinct as possible. Note: an output for one activity may be an input to another.

Step 4: Brainstorm the activities that yield those outputs / outcomes and record them on blue sticky notes. Place those sticky notes on the map near the corresponding outputs / outcomes. Consider those activities you will perform first versus those you will perform later, and place them along the Strategy Map from left (which represents the present) to right (which represents the future).

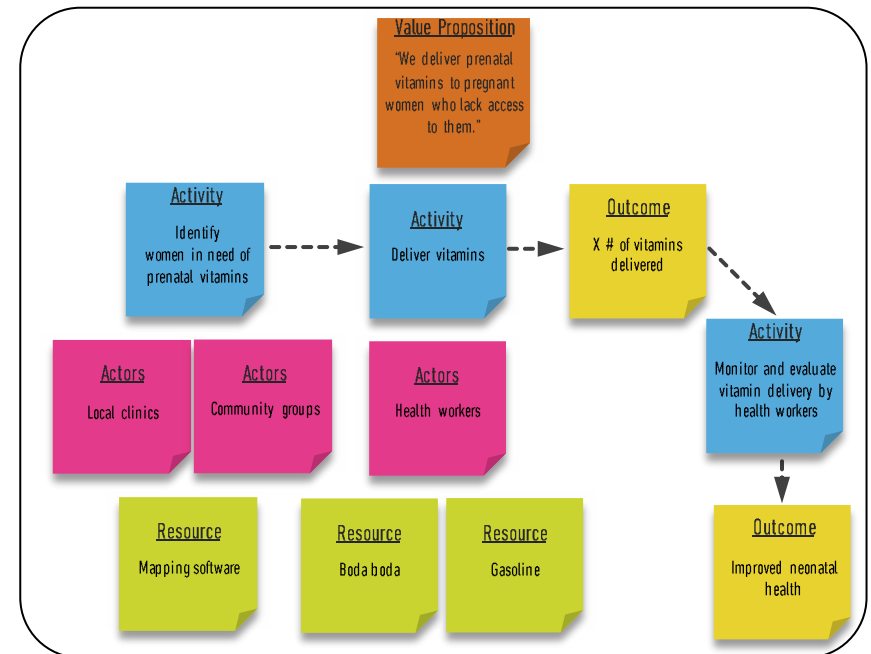
Step 5: Next, consider the actors needed to deliver impact, including project implementers, partners, suppliers, technicians, customers, etc. Write these actors on pink sticky notes and place them on the Strategy Map next to the corresponding activities. Note: you will begin to see some actors show up in many different parts of your Strategy Map. Consider the implications of excessive activities demanded or assumed from any one actor.

Step 6: Finally, consider the resources your outputs / outcomes and activities require. Write these resources on green sticky notes and place them next to the corresponding outputs / outcomes and activities on your Strategy Map. Consider technological, human, institutional / infrastructure, communication / collaboration, and knowledge resources (see THICK methodology for more detail).

Step 7: Now it is time to begin visualizing the connections between the various components of your Strategy Map: resources, actors, activities, and outputs / outcomes. To visualize these connections, connect your sticky notes with pencil lines, illustrating the interplay and relationships between them.

Step 8: Construct a list of issues and assumptions that emerged while building your Strategy Map. Use this list to guide fact-finding and troubleshooting following the exercise. Armed with further data, you can then iterate on your Strategy, building second and third iterations. Discuss the implications for changes to your resource needs and activities.

Example Strategy Map



Field Notes

A Case Study of Strategy Shaping in a Social Innovation Lab

In November 2013, The Rockefeller Foundation named the Global Knowledge Initiative one of its premier Social Innovation Labs. In this role, GKI designed and delivered a systems-based approach to address the issue of post harvest food loss in Sub-Saharan Africa. In the third phase of this Social Innovation Lab, GKI held a "Solutions Visioning" high-level workshop that brought together food loss stakeholders hailing from Africa-based exporters, global standards companies, local-level non-profit organizations, foundations, consulting firms, financial institutions, and more. This diverse group of international experts used Strategy Shaping to deliver a number of truly innovative and integrated strategies to reducing post harvest food loss along the value chain. Innovating on hotspots, participants repeatedly refined their Maps.