

The Entrepreneurship and Innovation  
Handbook Volume II



*THE ENTREPRENEURSHIP AND  
INNOVATION HANDBOOK  
VOLUME II*

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# Welcome!

We are so glad that you are here!

Each one of you is meant to be here! Everything that we thought was gonna be normal... isn't. And as we move forward we must remember to be our own best friends, prioritizing what really matters most to us! Our E&I (Entrepreneurship and Innovation ) community is a special one... because of what *we* show up with *everyday*! And as we starting this new adventure together (...apart) let's remember that we still have our amazing group of humans to lean into. I hope this handbook will be a physical reminder everything we've done and will continue to do together or individually. This handbook is made for your wellbeing and developed around our core curriculum and Change Leadership. Kindly, allow these prompts to guide you in self reflection and discovery (and maybe set up some Zoom coffee date to discuss your findings?). Basically, this is me saying that *you matter* and the next few months will be one awesome adventure that I'm glad to be doing with all of you!

Serafima

We're so glad you're here, reflecting, delighting and enriching yourselves!

In our program we place equal importance on Change Leadership and Ventures. Together, we grow Entrepreneurial and Innovative Leaders and Founders who do really cool stuff in the world.

We believe that who you are and how you show up as an entrepreneur and innovator is paramount to all of the amazing work we will do together in this program and beyond that in life! We place our emphasis in Change Leadership on two primary models; IdeaGrit and Perma+ both created by Dr. Art Sherwood and applied in this handbook. We have exercises to help you dive into curiosity about these areas and build and develop skills.

You will find also tools for your ventures in here including;

- Design Thinking
- Idea Generation
- Empathy Development
- Opportunity Orientation
- Venture/Values Fit
- Test Cards
- Big Idea Canvas
- Business Model Canvas
- Product/Market Fit
- Blank Workshop and Daily Dose note pages
- and much more!

Here's to you and your growth and discovery! We cherish you and can't wait to explore on this journey together!

Meg

Serafima Healy, Meg Weber, and Dr. Art Sherwood

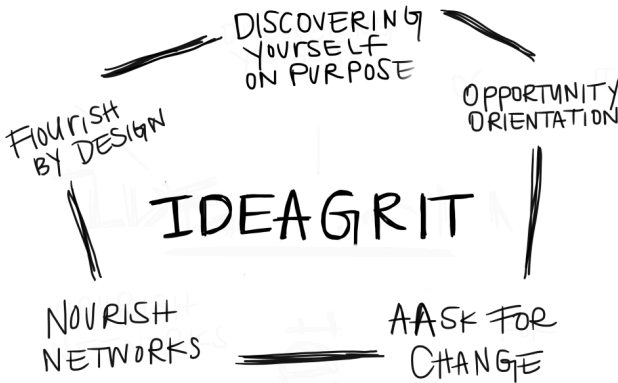


PART I

# Ideas To Impact



IdeaGrit is the passion and perseverance to pursue a lifetime of taking ideas to impact to make change happen through multi-purpose entrepreneurship and innovation. To develop IdeaGrit takes practice and effort and development in at least five areas as outlined below.



### Discovering you on Purpose

Self discovery related to interests, values and potential passions and purpose. Having this sort of deeper empathic understanding of self builds the foundation of a student's "why" for lifelong entrepreneurial and innovative action.

Ultimately, you are invited to make a series of entrepreneurship and innovation related decisions:

D1: I will make my own choices (Radical Responsibility)

D2: I choose to make a difference

D3: I choose to be a Lifelong ChangeMaker

D4: I choose to invest lifelong effort

D5: I choose to act

### **Opportunity Orientation**

- Attitude
- Vision
- Access
- Creation

Reorienting perspective to see opportunities where others see problems, challenges and intractable situations.

Having an orientation toward opportunity whether it is seeing it or creating it is fundamental to being a successful changemaker through multi-purpose entrepreneurship and innovation. We work to develop this over the course of the entire minor.

### **AASK for Change**

AASK for Change is about building the Attitudes, Abilities/Skills and Knowledge for making change happen through the evidence based entrepreneurship and innovation processes. We teach and practice the development of skills including venture formation, coaching, event management and teaming.



As with all fields, multi-purpose entrepreneurship and innovation has a set of specific knowledge and skills. This is what makes up our content. Some of that content is unique to our area and some of it “amplifies” our work. Students learn and practice in workshops, team projects, engaging with the outside community and working with peers.

### **Nourishing Networks**

Practicing the skills and building a network of people that will support, guide, help, mentor, coach and promote a student throughout their lives.

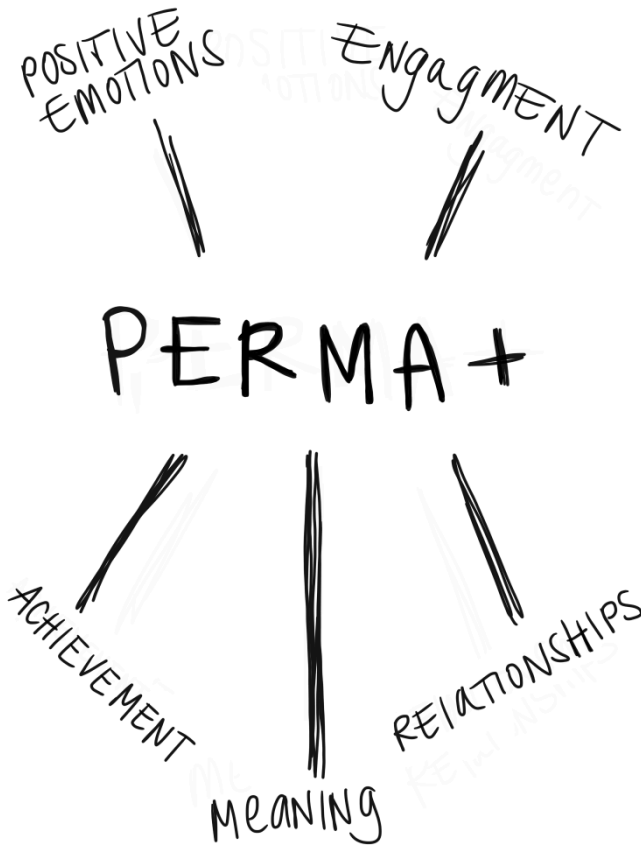
Having a network that supports the ongoing efforts of entrepreneurs and innovators is critical to long term success. We spark and ignite networks for those in our learning community.

### **Flourish By Design**

This is all about understanding, designing and practicing a life of high well-being leading to persistence, greater satisfaction, health and overall life happiness while doing the challenging work of entrepreneurship and innovation.

2

PERMA+



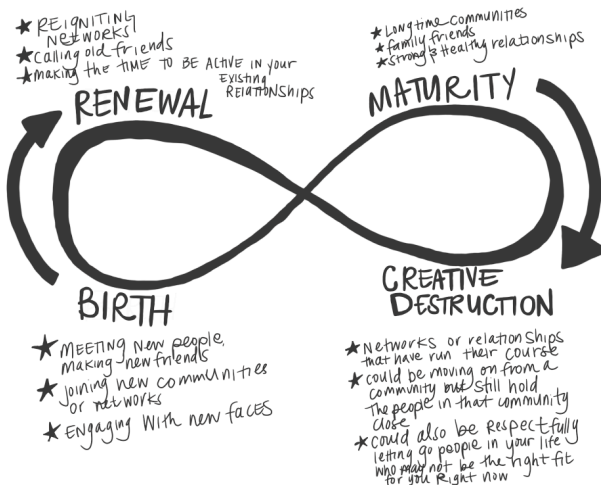
Based on the science of positive psychology which asks “how do we develop well-being” we work on exploring and finding the answers for these critical areas for all within the Entrepreneurship & Innovation learning community.

Let’s begin exploring your own nourishing network!

Think about the ecocycle below in the context of networks.

(Ecocycle Planning is a popular Liberating Structure, to

learn more about it, visit [www.liberatingstructures.com/31-ecocycle-planning/](http://www.liberatingstructures.com/31-ecocycle-planning/))



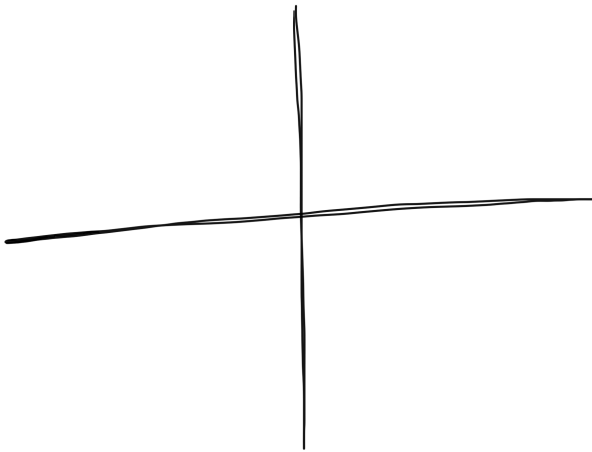
Which of your relationships fall into the “birth” stage?

Which of your relationships fall into the “renewal” stage?

Which of your relationships fall into the “maturity” stage?

Which of your relationships fall into the “creative destruction” stage?

### Spiral Journal



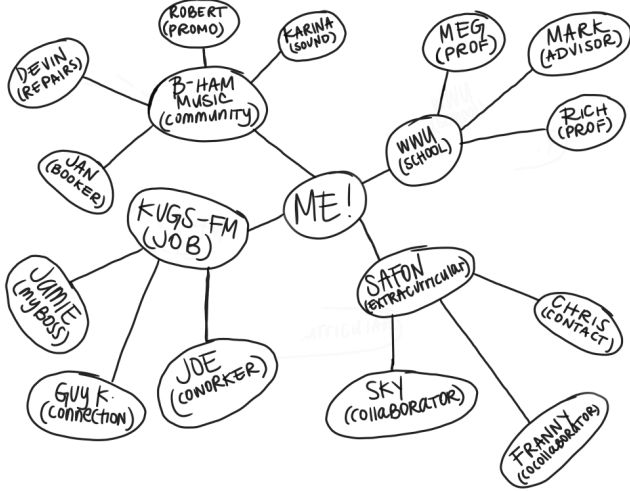
Question 1: Who are your primary networks?

Question 2: How do you say thank you in regards to your networks?

Question 3: How do you give back to your networks?

Questions 4: Where would you like to grow this quarter/year/decade?

Consider this example Network Map:



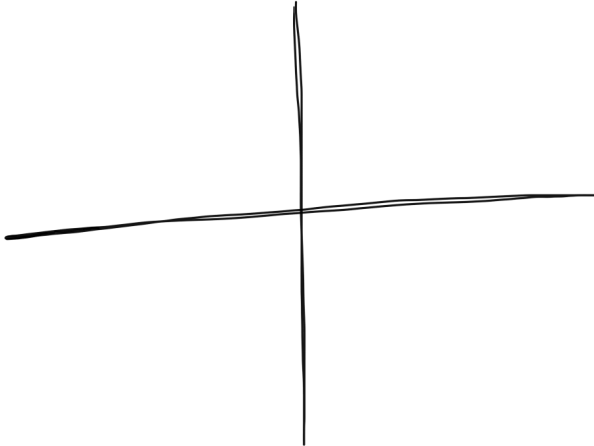
Now, create your own Network Map in the space below!



3

# Culture of Belonging

Spiral Journal



Question 1: What identities do you hold?

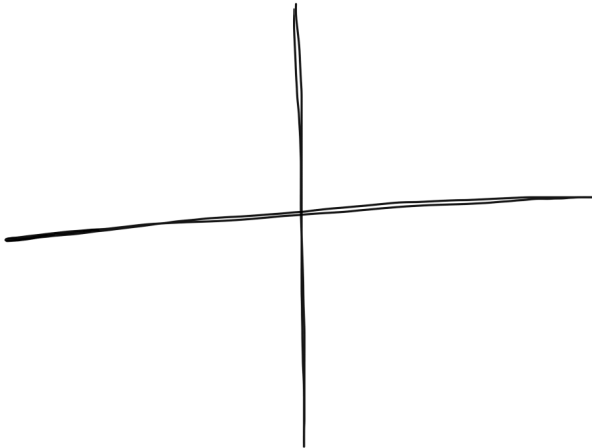


Question 2: How do your identities shape you as an entrepreneur?

Question 3: How do/how could your identities enrich our community?

Question 4: How do our identities intersect in our community?

### Spiral Journal



Question 1: What experiences do you have?

Question 2: How do these experiences shape you as an entrepreneur?

Question 3: How can your experiences enrich our community?

Question 4: How do your experience impact how you see the world around you?

*Now, take time to be proud of yourself and honest as you explore the following journal prompt:*

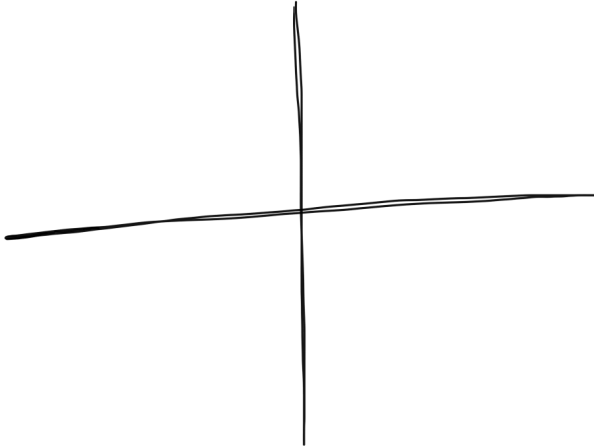
What do I know to be true about myself?



4

# Sparks and Flow

Spiral Journal



Question 1: What gets you excited to start your day?

Question 2: What drives you on?

Question 3: If you lost everything tomorrow, what would you do?

Question 4: What have you been day dreaming about recently?

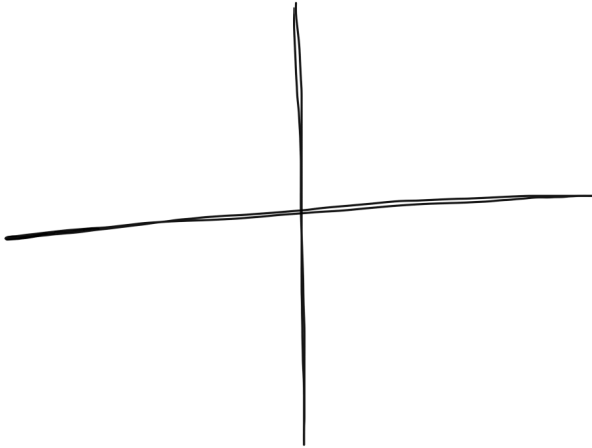
*Now, take some time and enjoy responding to the following journal prompt. Use words, pictures, finger paint, or anything else you believe will help you explore this question:*

What does your dream life look like? What's stopping you from living it? How can you incorporate elements of your dream future into your life right now?

According to researcher Owen Schaffer, the requirements for achieving a state of flow are:

1. Knowing what to do
2. Knowing how to do it
3. Knowing how well you are doing it
4. Knowing where to go (where navigation is involved)
5. Perceiving significant challenges
6. Perceiving significant skills
7. Being free from distractions

Spiral Journal



Question 1: What was a time that I was in a state of flow?

Question 2: What does being in a state of flow feel like?

Question 3: How was I able to reach a state of flow?

Question 4: When is the next time that I will feel a state of flow?

## 5

# Head, Heart, Happenings

When your head and your heart work together... stuff happens!

Head: All the things that you bring to the table

Heart: Things that make your heart beat faster

Happenings: Alignment between your role and your soul

Let's begin exploring your heart:

*Give 30 seconds to answer each of the following questions*

What breaks your heart?

What types of books and articles do you like to read?

Which human/environmental problems are most important to you?



Which qualities do you love about your friends?

Which qualities do you love about yourself?

What type of events are you drawn too?

Describe your dream world in 3 worlds.

Now, let's explore your head:

*Give 30 seconds to answer each of the following questions*

What are you an expert in?

What education do you have?

What groups/communities are you a part of?

What experiences have you had?

What do people describe you being best at?

What role do you tend to play on teams/groups?

*Now, reflect on your answers.*

Where do you see intersection and opportunity between your heart and your head?

## 6

# Major Definite Purpose and True North

To fully understand this topic, check out the content on True North and Major Definite Purpose in the toolkit on the E&I website!

### *True North activity*

Imagine that you are at your funeral: what would people say about the way you lived your life? What type of person would they say you are?

What five values would they say you exemplified?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Now imagine you were able to speak at your own funeral.  
What five values would you say you lived out?

What values do you know to be true to your being?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

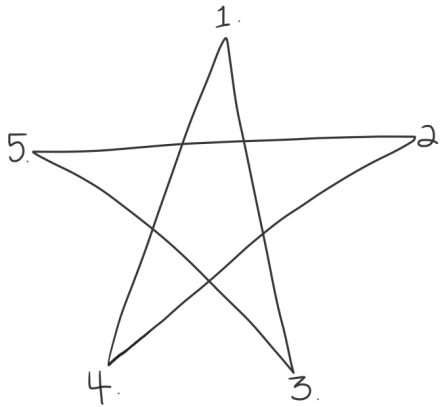
5. \_\_\_\_\_

Where is there disconnect in the values others may see in you versus the values you see in yourself?

Look 10 values you have listed. Which of these 10 values are most important to you? Rank them from most important to least important.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

Now, look at your top five values and place them on this star:



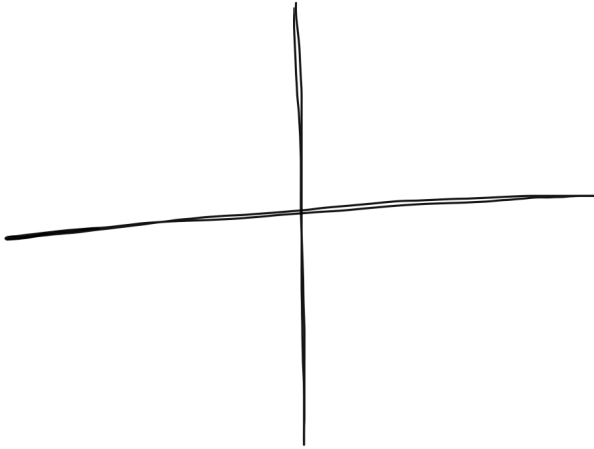
The value you listed at the top of the star may be a guide to help you discover your True North... or it may be your True North itself!

My True North is:

*Now let's think about your Major Definite Purpose*

Major Definite Purpose, or MDP, can be thought of the ways you actively live out your True North.

Spiral Journal



Question 1: What communities are you a part of that support you living out your True North?

Question 2: How do your relationships support living out your True North?

Question 3: How do your goals manifest your True North?

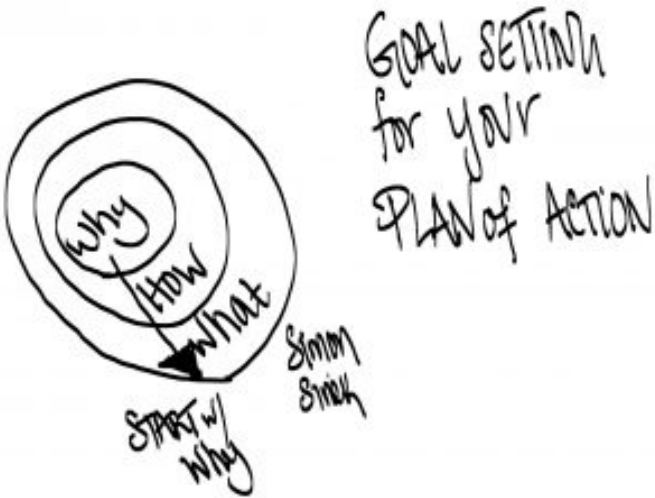
Question 4: Which daily actions or routines do you have that manifest your True North?





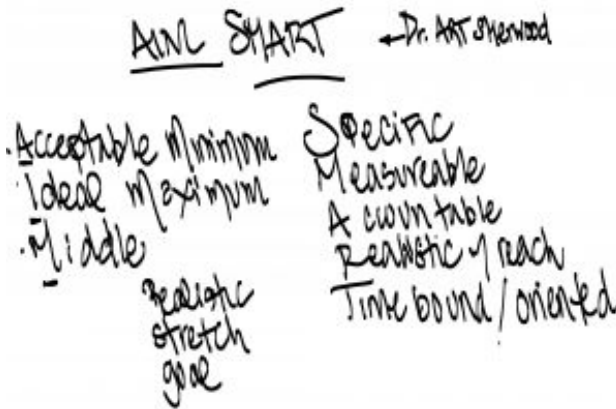
# Plan of Action (POA)

Your Path to Success in Entrepreneurship and Innovation



- Wouldn't it be great to know where you're aiming for this quarter?
- Wouldn't it be great if you could feel wildly successful because you've done everything in your teams' plan of action?
- How about if you could CRUSH it together and celebrate your wins?

In our community of belonging, Plans of Action and SMART stretch goals are paramount to your development and team dynamics. We teach AIM SMART...



What's your

A

I

M

S

M  
A  
R  
T

## Create your Plan of Action

Jot down every thing you need to do this quarter! We suggest a post it note flurry for idea generation.



Place it on a sequential timeline



Commit to who is taking on which parts of the plan of action

Submit it for Peer Review!

Translate this sketch in to a living document with AIM

SMART goals!

Celebrate your awesome quarter with us all!

# Opportunity Orientation

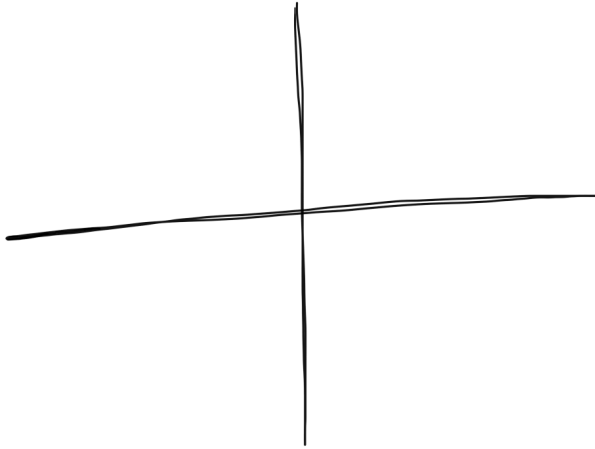
HOW MIGHT we...

WE are remarkable opportunity-oriented individuals fully equipped (AND GROWING) with the knowledge, skills abilities and ATTITUDE to solve the world's most wicked problems.

Opportunity orientation is being able to see the world filled with opportunities, turning “failures” into launchpads for growth. It's about extending courage, grace, curiosity and action to connect and thrive. To truly thrive in an opportunity mindset, we must leverage our personal understanding of our *Unique Value Proposition Map\**, *True North* and *Major Definite Purpose*



Spiral Journal



Question 1: Consider a time when you saw opportunity freely around you?

Question 2: When you feel stuck what do you do to unstuck?

Question 3: Identify and describe a time when you were able to create an opportunity when there were none obviously available to you.

Question 4: How you see opportunity today?

## Comfort in Uncertainty

As we encounter the tremendous uncertainty that is the future, it's imperative that we share success stories, innovation and fresh ideas as we notice them emerging.

There are many ways that we all can help with our opportunity orientation. We've inserted some notes on observations. I encourage you to also check the



Opportunity Orientation sections on the entrepreneurship.wvu.edu site.

Some top observations *personally*:

- THE SUN! The trails are PACKED with folks getting outdoors!
- Neighbors are standing up for each other. Connecting across yards, picking up groceries and generally checking in.
- YOU connecting, showing up, checking in.

**[\\*Message Mapping](#)** is a fantastic way to tackle these things first through message mapping! True North, and Major Definite Purpose sections (Check out the content on the [E&I learning toolkit](#)).

I agree, there is no way to know really what's to come. Let's work together to stay safe, healthy and to delight one-another with grace and ingenuity.

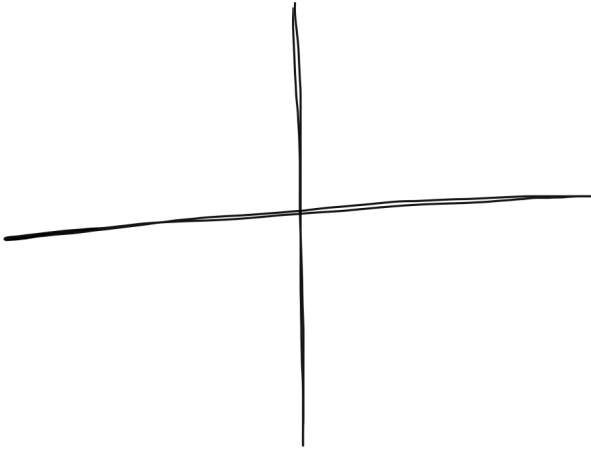
# Ikigai

*What is ikigai!?*

Ikigai is an ancient Japanese concept that everyone has a reason for living. Everyone has an ikigai. Ikigai exists at the intersection of the following:



## Spiral Journal



Question 1: What are you doing right now that makes you feel fulfilled?

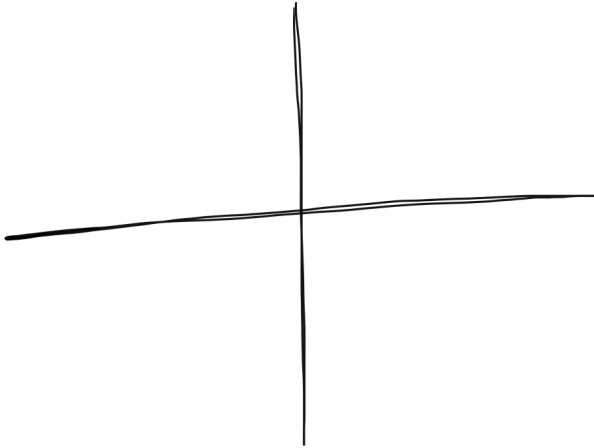
Question 2: Are you good at it?

Question 3: Do you love it?

Question 4: Is it helping you pay the bills?

Question 5: Are you making a difference?

*Recall the earlier section in this handbook on Sparks and Flow*  
Spiral Journal



Question 1: List all activities in your life that make you flow.

Question 2: What do all the activities you have listed above have in common?

Question 3: Why do these activities drive you to flow?

Question 4: Do you flow more when you do things that require you to move your body or to just think?

The answers to these questions may help you determine the underlying ikigai that guides your life.

*Consider the 10 rules of ikigai below. How do you currently incorporate these concepts into your daily life? How might you further develop habits around each recommendation?*

Stay Active; don't retire:

Take it slow:

Don't fill your stomach:

Surround yourself with good friends:

Get in shape for your next birthday:

Smile:

Reconnect with nature:

Give thanks:

Live in the moment:

Follow your Ikigai:

# Grit

## *What is Grit!?*

According to Angela Duckworth (the psychologist who developed the concept of Grit):

“Grit is passion and perseverance for long-term goals.

One way to think about grit is to consider what grit isn’t.

Grit isn’t talent. Grit isn’t luck. Grit isn’t how intensely, for the moment, you want something.

Instead, grit is about having what some researchers call an “ultimate concern”—a goal you care about so much that it organizes and gives meaning to almost everything you do. And grit is holding steadfast to that goal. Even when you fall down. Even when you screw up. Even when progress toward that goal is halting or slow.

Talent and luck matter to success. But talent and luck are no guarantee of grit. And in the very long run, I think grit may matter at least as much, if not more.”

*How gritty are you? Determine your grit level using the Grit Scale below*

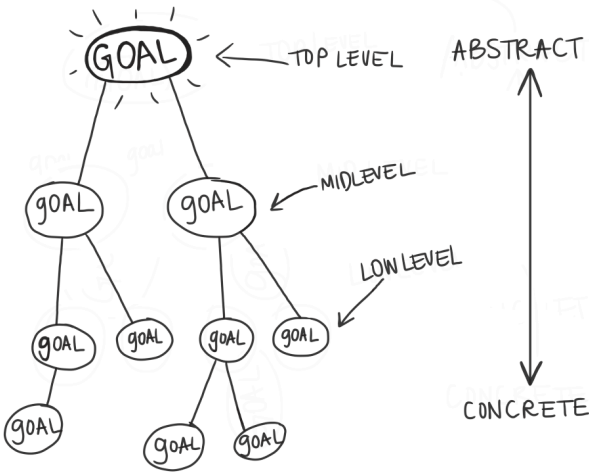
	Not at all	Not much	Somewhat	Mostly	Very much
1. New ideas and projects sometimes distract me from previous ones	5	4	3	2	1
2. Setbacks don't discourage me. I don't give up easily.	1	2	3	4	5
3. I often set a goal but later choose to pursue a different one	5	4	3	2	1
4. I am a hard worker.	1	2	3	4	5
5. I have difficulty maintaining my focus on projects that take more than a few months to complete.	5	4	3	2	1
6. I finish whatever I begin.	1	2	3	4	5
7. My interests change from year to year.	5	4	3	2	1
8. I am diligent. I never give up.	1	2	3	4	5
9. I have been obsessed with a certain idea or project for a short time but later lost interest.	5	4	3	2	1
10. I have overcome setbacks to conquer an important challenge.	1	2	3	4	5

To calculate your total grit score, add up all the points for the boxes you checked and divide by 10. The maximum score on this scale is 5 (extremely gritty) and the lowest possible score is a 1 (not at all gritty). Use the chart below to see how your scores compare to a large sample of American adults.

Percentile	Grit Score
10%	2.5
20%	3.0
30%	3.3
40%	3.5
50%	3.8
60%	3.9
70%	4.1
80%	4.3
90%	4.5
95%	4.7
99%	4.9

My grit score is:

Now, let's explore your goals. Consider this goal diagram:



“At the bottom of this hierarchy are our most concrete and specific goals- the tasks we have on our short-term to-do list: I want to get out the door by eight a.m. I want to call my business partner back. I want to finish writing the email I started yesterday. These low-level goals exist merely as means to ends. We want to accomplish them only because they get us something else we want. In contrast, the higher the goal in the hierarchy. The more abstract, general, and important it is. The higher the goal, the more it's an end in itself, and the less it's merely a means to an end” (Duckworth 62).

Higher level goals should be more stubborn whereas lower level goals tend to be more flexible.

*Write down 25 goals you have for yourself. Ask yourself, to what extent do these goals serve a common purpose? Do some goals work together towards a greater goal? Do some soul searching and circle the five highest priority goals. Take a good hard look at the*



*20 goals you didn't circle and avoid these at all costs. They are distracting you from your top 5 priority goals.*

Use the space below to create your own goal diagram!

There are four main pillars of developing grit: **interest, practice, purpose, and hope.**

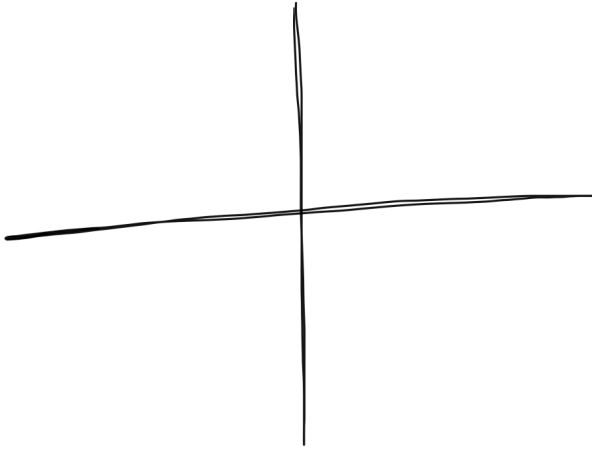
**Interest (avoiding the thought: “I’m bored”)**

“Nobody is interested in everything, and everyone is interested in something. So matching your job to what captures your attention and imagination is a good idea. It may not guarantee happiness and success, but it sure helps the odds” (Duckworth 99)

“Passion is for your work is a little bit of discovery, followed by a lot of development, and then a lifetime of deepening” (Duckworth 103).

Reflect on the differences between fostering a passion and following a passion.

## Spiral Journal



Question 1: What do I like to think about?

Question 2: Where does my mind wander?

Question 3: What do I really care about?

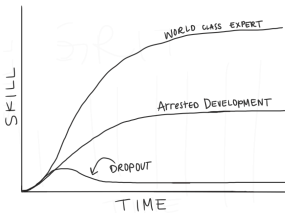
Question 4: What matters most to me?

Question 5: How do I enjoy spending my time? And in contrast, what do I find absolutely unbearable?

At this early stage of passion exploration, consider these tips taken from Will Shortz’s essay “How to Solve the New York Times Crossword Puzzle”:

1. Begin with the answers you’re surest of and build from there.
2. Don’t be afraid to guess.
3. Don’t be afraid to erase an answer that isn’t working out.

**Practice (avoiding the thought: “The effort isn’t worth it to me”**



Consider the phrase “deliberate practice”. What does this mean to you?

The basic requirements of deliberate practice are:

1. A clearly defined stretch goal
2. Full concentration and effort
3. Immediate and informative feedback
4. Repetition with reflection and refinement

How do you incorporate the elements of deliberate practice in your practice routines?

How do you incorporate the elements of deliberate practice in your entrepreneurial journey?

How might you make deliberate practice a habit? How might it become part of your routine?

Being in a state of flow is often thought to be the “performance” after time spent in deliberate practice. How might you change your mindset toward deliberate practice to make it something enjoyable?

How might you make deliberate practice feel like being in a state of flow?

Because of the intensity required for deliberate practice, those engaging in deliberate practice usually need time to rejuvenate afterwards. How might you rejuvenate or practice rest after a deliberate practice session?

**Purpose (Avoiding the thought: “This isn’t important to me”)**

“Interest is one source of passion. Purpose- the intention to contribute to the well-being of others- is another. The mature passions of gritty people depend on both” (Duckworth 143).

An understanding of purpose develops over time. The following guiding questions may help you understand how to develop your purpose with your actions and interests. Consider the parable of the bricklayers:

Three bricklayers are asked: “What are you doing?”

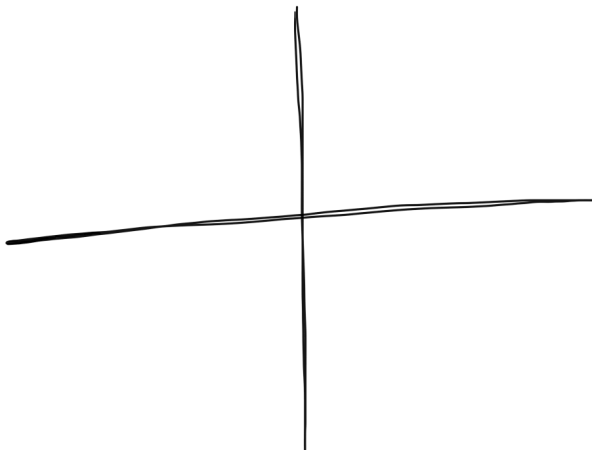
The first says, “I am laying bricks.”

The second says, “I am building a church.”

The third says, “I am building the house of God.”

The first bricklayer has a job, the second has a career, and the third has a calling.

Spiral Journal

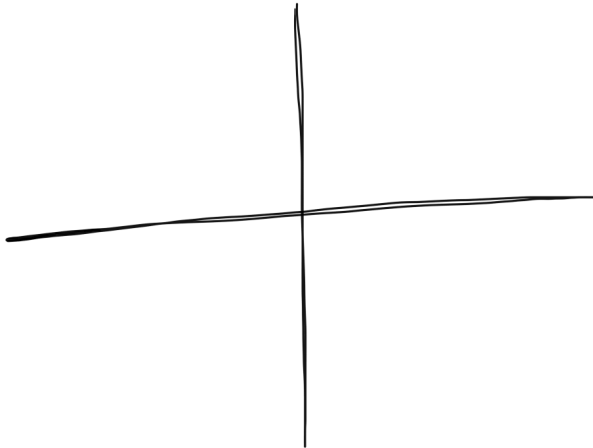


Question 1: In what situations do you identify as the first

bricklayer? How can you rethink your work to reflect the thinking of the third bricklayer?

Question 2: In what situations do you identify as the second bricklayer? How can you rethink your work to reflect the thinking of the third bricklayer?

### Spiral Journal





Question 1: Which parts of your life do you define as a job? (“I view my job as just a necessity of life, much like breathing or sleeping”.)

Question 2: Which parts of your life do you define as a career? (“I view my job primarily as a stepping-stone to other jobs.”)

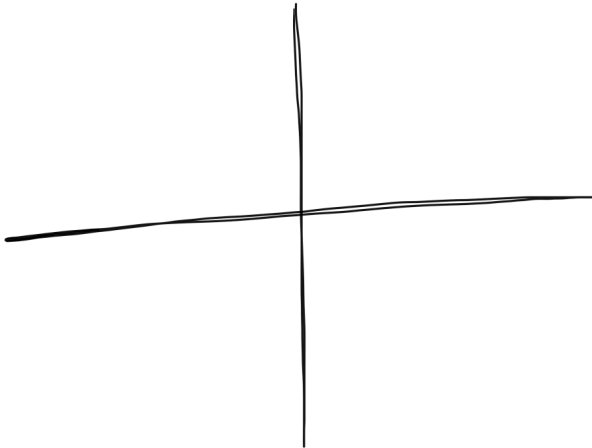
Question 3: Which parts of your life do you identify as a calling? (“My work is one of the most important things in my life.”)

Consider the following recommendations compiled by Angela Duckworth on how to begin cultivating a sense of purpose:

1. Reflect on how the work you're already doing can make a positive contribution to society.
2. Begin thinking about how, in small but meaningful ways, you can change your current work to enhance its connection to your core values.
3. Find inspiration in a purposeful role model.

Self-oriented and other-oriented motivation are not at opposite ends of a continuum. How do you see the interests you are pursuing intersecting with your motivations and those of others?

### Spiral Journal



Question 1: Why are you motivated to work?

Question 2: Why do you do what you do?

Question 3: How do your interests contribute to the well being of others?

Question 4: Who is the purposeful role model you find inspiration in?

**Hope (Avoiding the thought: “I can’t do this, so I might as well give up”)**

*“I believe that through my own actions I can improve my future”*

*“I have radical responsibility of my life”*

*“I have a feeling that tomorrow will be better”* is not the same as *“I resolve to make tomorrow better”*

*“Fall seven, rise eight”* – a Japanese proverb

Psychologist Marty Seligman does research on feelings of hopelessness, pessimist, and optimism. Optimists and

pessimists encounter the same issues but optimists believe their situations are due to specific, temporary issues, whereas pessimists believe the issues they encounter are due to permanent pervasive causes.

Consider this activity developed by Seligman:

Imagine: You can't get all the work done that others expect of you. Now Imagine one major cause for this event. What leaps to mind?

Reflect on your answer. Is it more optimistic ("I mismanaged my time" or "I wasn't efficient") or was your answer more pessimistic ("I just screw everything up").

Pay attention to your self talk. What do you notice? Are you using language you would use with a best friend?

Consider a growth mindset vs. a fixed mindset. What do you believe are the main differences? Do you believe that deep down, people really can change?

What is a problem you are dealing with right now? If someone were giving you advice about how to solve your problem, what do you think they would say?

What is a problem or issue you are dealing with right now? If a friend had the same problem, what would you advise them to do? Why?

If you were to explain the growth mindset to someone who had never heard of it, what would you say?

How did your parents and/or teachers praise you as you were growing up? Did they tell you how “smart” you were or did they focus on how hard you worked? How do you praise others?

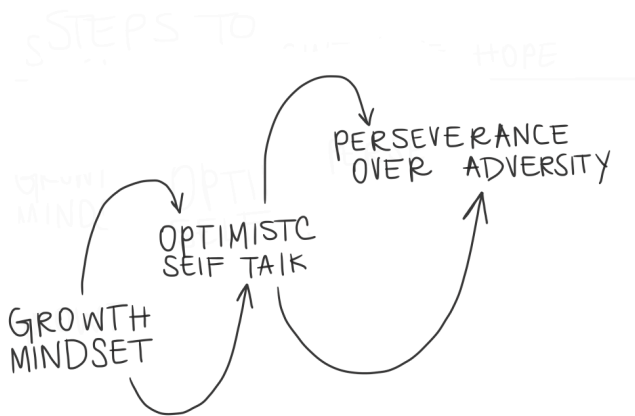
Is there something in your past that you think measured you? A test score? A dishonest or callous action? Being fired from a job? Being rejected. Focus on that thing.

Grow Your Mindset: Now put it in a growth-mindset perspective. Look honestly at your role in it, but understand that it doesn’t define your intelligence or your personality or anything else about you. Instead, as: What did I (or can I) learn from that experience? How can I use it as a basis for growth? Carry that with you.

When do you feel smart? When you're doing something flawlessly or when you're learning something new?

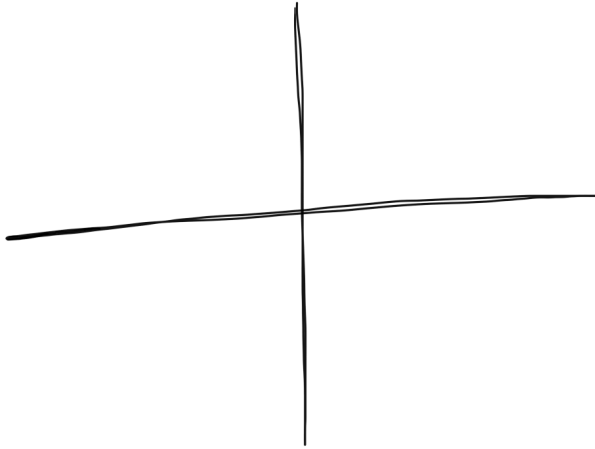
Grow Your Mindset: How can you make striving, stretching, and struggling into something that makes you feel smart?

Steps to cultivate hope:



1. Ask yourself: What can I do to boost each step above?
2. Update your beliefs about intelligence and talent.
3. Ask for a helping hand

Spiral Journal



Question 1: What steps can I take to continue developing a growth mindset?

Question 2: Where can I incorporate more optimistic self talk?

Question 3: Who do I know that lives out hope?

Question 4: What do I notice about their day to day actions and mindset?





# Gratitude

*“You were given life; it is your duty (and also your entitlement as a human being) to find something beautiful within life, no matter how slight.” –Elizabeth Gilbert*

Gratitude is an incredibly powerful emotion that can change our mindsets and help us live happier lives.

They say it takes 21 days to build a habit, so everyday for the next 21 days, write down 3 things you are grateful for. (Then invest in a gratitude journal).

Day 1:

- 1.
- 2.
- 3.

Day 2:

- 1.
- 2.
- 3.

Day 3:

1.

2.

3.

Day 4:

1.

2.

3.

Day 5:

1.

2.

3.

Day 6:

1.

2.

3.

Day 7:

1.

2.

3.

Day 8:

1.

2.

3.

Day 9:

1.

2.

3.

Day 10:

1.

2.

3.

Day 11:

1.

2.

3.

Day 12:

1.

2.

3.

Day 13:

1.

2.

3.

Day 14:

1.

2.

3.

Day 15:

1.

2.

3.

Day 16:

1.

2.

3.

Day 17:

1.

2.

3.

Day 18:

1.

2.

3.

Day 19:

1.

2.

3.

Day 20:

1.

2.

3.

Day 21:

1.

2.

3.

# Facilitative Leadership Top Tools

## Facilitative Leadership Top Tools

Consider these top tops from Facilitative Leadership!

WHAT IS IT?	What do you need for it?	When/Why might you USE it?
POST-IT NOTE Brainstorming	Stack of Post-it notes Sharpies	Ideation AND Ecocycle POA MANY MORE!
1,2,4, all	A group of 4 people is preferred	Group activities involving Reflection, crowd sourcing information, ideation, etc.
Troika Consulting (GOT YOUR BACK CONSULTING)	A group of 4 people is preferred.	Uninterrupted feedback, honest understandings of your venture/idea
Impromptu Networking	A group of people	get people talking! Breaking the ICE, create ENGAGEMENT, etc.
TRIZ	You, your venture, pen, & PAPER	Any time you may be feeling nervous/anxious about something
9 Whys	You, your venture, your team	To Determine your PURPOSE

Are you familiar with Liberating Structures? Here is a Liberating Structures menu from [liberatingstructures.com](http://liberatingstructures.com). There you can find all the information you need on executing these structures!

 <p><b>Impromptu Networking</b> Rapidly share challenges and expectations, building new connections</p>	 <p><b>Min Specs</b> Specify only the absolute "Must do's" &amp; "Must not do's" for achieving a purpose</p>	 <p><b>Discovery &amp; Action Dialogue</b> Discover, spark &amp; unleash local solutions to chronic problems</p>
 <p><b>9 Why's</b> Make the purpose of your work together clear</p>	 <p><b>Wise Crowds</b> Tap the wisdom of the whole group in rapid cycles</p>	 <p><b>Integrated*Autonomy</b> Move from either-or to robust both-and solutions</p>
 <p><b>What, So What, Now What?</b> Together, look back on progress-to-date and decide what adjustments are needed</p>	 <p><b>Wicked Questions</b> Articulate the paradoxical challenges that a group must confront to succeed</p>	 <p><b>Generative Relationships</b> Reveal relationship patterns that create surprising value or dysfunctions</p>
 <p><b>TRIZ</b> Stop counterproductive activities &amp; behaviors to make space for innovation</p>	 <p><b>Drawing Together</b> Reveal insights &amp; paths forward through non-verbal expression</p>	 <p><b>Critical Uncertainties</b> Develop strategies for operating in a range of plausible yet unpredictable futures</p>
 <p><b>Appreciative Interviews</b> Discover &amp; build on the root causes of success</p>	 <p><b>Improv Prototyping</b> Develop effective solutions to chronic challenges while having serious fun</p>	 <p><b>Purpose-To-Practice</b> Define the five elements that are essential for a resilient &amp; enduring initiative</p>
 <p><b>1-2-4-All</b> Engage everyone simultaneously in generating questions/ideas/suggestions</p>	 <p><b>Agreement-Certainty Matrix</b> Sort challenges into simple, complicated, complex and chaotic domains</p>	 <p><b>Ecocycle Planning</b> Analyze the full portfolio of activities &amp; relationships to identify obstacles and opportunities for progress</p>
 <p><b>User Experience Fishbowl</b> Share know-how gained from experience with a larger community</p>	 <p><b>Shift &amp; Share</b> Spread good ideas and make informal connections with innovators</p>	 <p><b>Panarchy</b> Understand how embedded systems interact, evolve, spread innovation, and transform</p>
 <p><b>15% Solutions</b> Discover &amp; focus on what each person has the freedom and resources to do now</p>	 <p><b>Heard, Seen, Respected</b> Practice deeper listening and empathy with colleagues</p>	 <p><b>What I Need From You</b> Surface essential needs across functions and accept or reject requests for support</p>
 <p><b>25-To-10 Crowd Sourcing</b> Rapidly generate &amp; sift a group's most powerful actionable ideas</p>	 <p><b>Social Network Webbing</b> Map informal connections &amp; decide how to strengthen the network to achieve a purpose</p>	 <p><b>Celebrity Interview</b> Reconnect the experience of leaders and experts with people closest to the challenges at hand</p>
 <p><b>Troika Consulting</b> Get practical and imaginative help from colleagues immediately</p>	 <p><b>Design StoryBoards</b> Define step-by-step elements for bringing projects to productive endpoints</p>	 <p><b>Helping Heuristics</b> Practice progressive methods for helping others, receiving help, and asking for help</p>
 <p><b>Conversation Café</b> Engage everyone in making sense of profound challenges</p>	 <p><b>Open Space</b> Liberate inherent action and leadership in large groups</p>	 <p><b>Simple Ethnography</b> Observe &amp; record actual behavior of users in the field</p>

Here is a storyboard template used by the E&I Teaching Team (it's how every one of our classes is structured and implemented!)

# STORYBOARD TEMPLATE

For Teaching Team

## FOR WHAT STUDENT GROUP

## INSERT IN TO CALENDAR

TITLE (DO WE NEED THIS?)  
PURPOSE  
KEY TAKEAWAYS  
RUE?

## DESIGN STORYBOARD

### LESSON NAME:

### DATE:

### PURPOSE(S) (in understandable language...should match the calendar)

EG: Today we introduce the key themes and link them to the calendar & assignments to quickly create a high level POA for the quarter.

### KEY TAKEAWAYS:

- Clearly understand expectations of POA and have what you need to complete and turn in
- Clearly understand the E4 Themes-values venture fit & Freedom Phrases & Coaching

### PREP:

- Watch video
- LINK

### RESOURCES

Describe space/room this is facilitated and targeted number of students (so that we can apply later)

### ADDITIONAL NOTES (@ bottom)

TIME	OBJECTIVE	PREP	ACTIVITY (INCLUDING BY WHO)	DESIGN NOTES
2:25-2:35	Welcome	Get to GM on time)	And settle in	
2:35-2:47	Any proposed changes? Purpose: Decision Leader: Meg	Review Agenda	Meg Polls team	
2:47-2:50	2 mins each Round Robin (happens each meeting) Purpose: Reporting Leader: Meg	Come <del>stopped</del> to overview and <del>to board</del> in. (Background: have storyboards and workshops ready to share if necessary/requested) discuss and have workshop storyboards ready for this week and next week to share.	Last Week (this week to do this, not always) This Week Next Week Updates/Needs	
2:50-3	Calendar Updates and Resources Purpose: Reporting Leader: Meg	Please review calendar	Update teams on calendar changes	<ul style="list-style-type: none"> <li>• E2/E4 exam (at home)</li> <li>• Lab days (reduced, H2 gain conference)</li> <li>• VP1 due dates (1/26 &amp; 2/2)</li> <li>• Moving sparks in to all quad kickoffs (Week 1/2)</li> </ul>
3:3-20	Process and storyboard review Purpose: Discussion Leader: Meg	Review of Materials (typically may happen above), this week blocking out separately).	VP2 Kickoff round robin share (all)	
3:20-3:25	Well/better	None	What went well, what could have gone better?	
3:25-3:30	Recap	None	Who's doing what	

### ADDITIONAL NOTES

E-Level	+	Change (Δ)

[Student feedback link](#) from attendance

### ONGOING QUESTIONS:

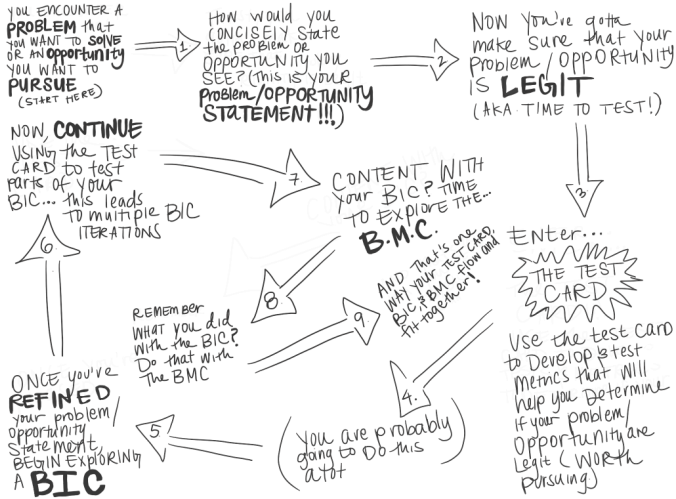
- WHAT WENT WELL?
- WHAT WOULD YOU LOVE TO HAVE SEEN?



## The Test Card


The Test Card is a helpful tool that allows you to develop, test, and refine potential problem/opportunity statements (your hypotheses). These are the problem/opportunity statements that then guide your BIC development, which then lead to your BMC.

In other words...



Here is a blank test card




# Test Card



<i>Test Name</i>	<i>Deadline</i>
<i>Assigned to</i>	<i>Duration</i>

**STEP 1: HYPOTHESIS**



**We believe that**

Critical:   




**STEP 2: TEST**

**To verify that, we will**

Test Cost:




  

Data Reliability:

**STEP 3: METRIC**

**And measure**

Time Required:   

**STEP 4: CRITERIA**

**We are right if**

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The makers of Business Model Generation and Strategyzer

Scan the QR code below to see our class toolkit's information on the test card



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## The Big Idea Canvas

More information on the Big Idea Canvas (and everything else in this handbook) can be found on the E&I website.

## The Big Idea Canvas (BIC): In Search of a Real Opportunity

What is your Opportunity/Problem statement?: |

<b>Target Beneficiary:</b> (Customer/Client/Beneficiary)  Who?	<b>Experience/KSA/Assets:</b>  Me?
<b>Value Proposition-Promise:</b>  Gain/Pain?  <hr/> <b>GAP: How Big? How dissatisfied? How motivated to change?</b>	<b>Value Proposition-Offering:</b>  How?
<b>Current Solutions:</b> (Substitutes and Alternatives)  Now?	<b>Start-Up Team:</b>  Us?

Scan the QR code to see the BIC information in our class



toolkit!

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# The Business Model Canvas

Here a Business Model Canvas from [strategyzer.com](https://strategyzer.com) with explanations of each category!



<p><b>KEY PARTNERS</b></p> <p>Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners? Which key activities do partners perform?</p>	<p><b>KEY ACTIVITIES</b></p> <p>What key activities do our value propositors require? Our distribution channels? Customer relationships? Revenue streams?</p>	<p><b>VALUE PROPOSITIONS</b></p> <p>What value do we deliver to the customer? Which one of our customers' problems are we helping to solve? What bundles of products and services are we offering to each segment? Which customer needs are we satisfying? What is the minimum viable product?</p>	<p><b>CUSTOMER RELATIONSHIPS</b></p> <p>How do we get, keep, and grow customers? Which customer relationships have we established? How are they integrated with the rest of our business model? How costly are they?</p>	<p><b>CUSTOMER SEGMENTS</b></p> <p>For whom are we creating value? Who are our most important customers? What are the customer archetypes?</p>
	<p><b>KEY RESOURCES</b></p> <p>What key resources do our value propositors require? Our distribution channels? Customer relationships? Revenue streams?</p>		<p><b>CHANNELS</b></p> <p>Through which channels do our customer segments want to be reached? How do other companies reach them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p>	
<p><b>COST STRUCTURE</b></p> <p>What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive?</p>		<p><b>REVENUE STREAMS</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? What is the revenue model? What are the pricing tactics?</p>		

Scan the QR code here to follow a link to our class toolkit's BMC section!



## Customer Journey Map

Let's talk about your customer's journey. It's time to think about how they navigate the journey from a need to satisfying their need with your product.

This activity will help you build empathy with your customer so you can build a better understanding of your customer's pain points and make the journey to your offering as smooth as possible! As an example

1. Begin with a big piece of paper and a pen. Think about your customer and start by denoting them on your piece of paper. Take some short notes on what makes them unique. Identify their pain points. What demographics and psychographics make them *your* customer?
2. Great, now you know who you are dealing with. Thinking about your customer's pain point, start by tracing their path to understand how they solve their problems. For example, if you have identified

that your customer problem is that they are hungry, what is the first step in solving their hunger? Think detailed to really notice opportunity. Does your customer get in their car and drive to the grocery store? Do they search on their phone for food before leaving their home? Do they walk across the street to a cafe?

3. Follow step by step, the journey of your customer as they navigate to a solution for their pain point.
4. Reflect: Are there many paths for your customer to find your offering? Might you have different customer journey maps for each customer segment? Where are pitfalls where your customer may be derailed from their path to your offering? How can you turn these pitfalls into opportunity for getting your customer to your offering?

Want to see an example? Scan the QR code below to see the customer journey map we made for students in our E&I minor program! Your map may take any shape or form that feels right to you! No need to follow this format exactly, the method and your takeaways are the most important parts of completing a customer journey.



Now, use the space below to create your own customer journey map!

Key take aways:

## Are You Passionate About Your Venture?

Time to tackle the big question:

**Are you passionate about your venture?**

If there's nothing igniting you about your venture, then you may want to reassess why you're doing what you're doing. Recall the Ikigai, Head Heart Happenings, True North, and Major Definite purpose exercises. What have they told you about yourself and how do they impact your venture work?

Take a minute to reflect on the question:

**What about my venture ignites me?**

Note your response:

Now synthesize your thoughts and think about your

BMC. Keeping in mind everything about your venture that sparks joy and inspiration in you, rethink your BMC. Complete a new draft of your BMC focused on how your venture and passions support each other. Follow the QR code below to a BMC template!





## PART II

# Workshop Notes

The following pages are for notes you may take during workshops!



18

# Workshop Notes 1

Workshop Title:

Date:

Facilitator:



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## Workshop Notes 4

Workshop Title:

Date:

Facilitator:



20

## Workshop Notes 3

Workshop Title:

Date:

Facilitator:





21

## Workshop Notes 5

Workshop Title:

Date:

Facilitator:



22

## Workshop Notes 6

Workshop Title:

Date:

Facilitator:



23

## Workshop Notes 7

Workshop Title:

Date:

Facilitator:



24

## Workshop Notes 8

Workshop Title:

Date:

Facilitator:





25

## Workshop Notes 9

Workshop Title:

Date:

Facilitator:



26

# Workshop Notes 10

Workshop Title:

Date:

Facilitator:



27

## Workshop Notes 11

Workshop Title:

Date:

Facilitator:



28

## Workshop Notes 12

Workshop Title:

Date:

Facilitator:





29

## Workshop Notes 13

Workshop Title:

Date:

Facilitator:



30

# Workshop Notes 14

Workshop Title:

Date:

Facilitator:



31

# Workshop Notes 15

Workshop Title:

Date:

Facilitator:



## PART III

# Daily Dose Notes

Here are some blank pages for notes from Daily Does speakers!





32

## Daily Dose 1

Name of speaker(s):

Organization(s):

Speaker contact information:

Date:



33

## Daily Dose 2

Name of speaker(s):

Organization(s):

Speaker contact information:

Date:



34

## Daily Dose 3

Name of speaker(s):

Organization(s):

Speaker contact information:

Date:



35

## Daily Dose 4

Name of speaker(s):

Organization(s):

Speaker contact information:

Date:





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## Daily Dose 5

Name of speaker(s):

Organization(s):

Speaker contact information:

Date:



# Works Cited

Many tools were used to create this handbook... tools you might enjoy exploring for yourself!

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