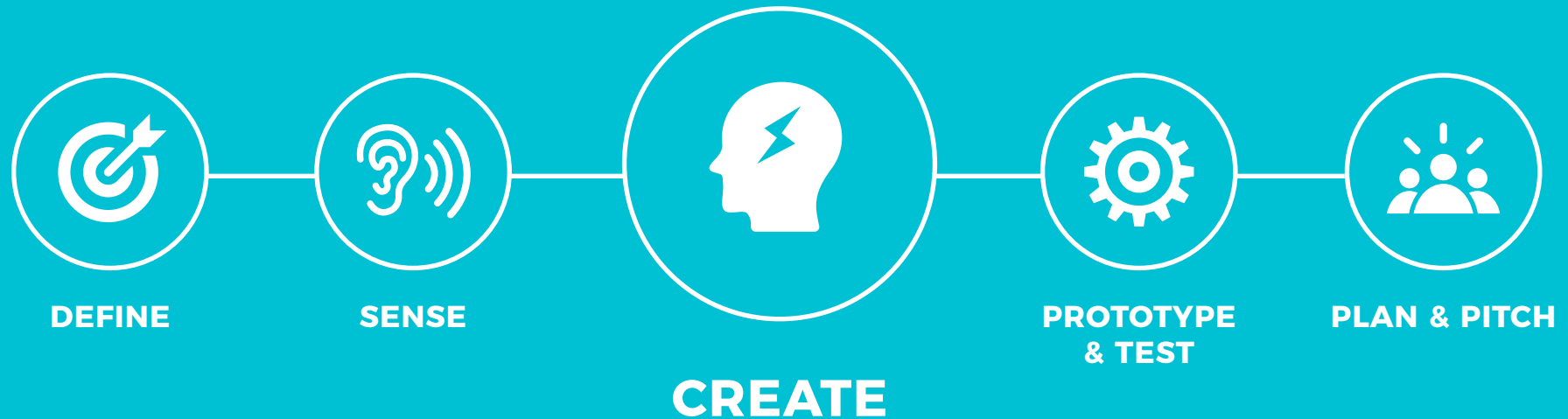


# CREATE



The Campaign Accelerator blends high-performing campaign strategy tools with proven methods inspired by design thinking. This is a practical guide for planning campaign projects that put people at the centre of our efforts for change through a collaborative process that involves the entire project team using visual templates, methods and exercises.





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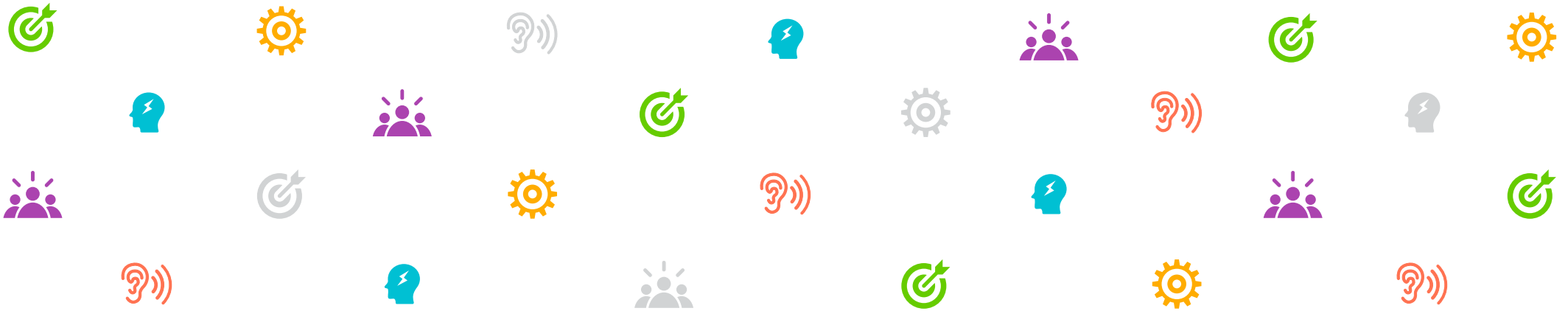
These tools are presented in the order we use them to generate and develop great ideas, however, you almost certainly won't need all of these tools for each project. Start by evaluating the tools and determine which ones make sense for your specific needs, then map out the path and methods you will use.



Throughout the guide you will also find some tips from experienced users of these tools. Send us your tips to add to the guide.



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# About Campaign Accelerator



## **This is a participatory process.**

By bringing together project teams with diverse skills and perspectives to develop strategy and tactics through participatory exercises, integration is baked in and brings greater team alignment.



## **People are at the centre of our planning.**

Throughout the process we involve people outside the project team — allies, supporters and people we wish to engage — to gain insight, inspiration and test ideas to make them fit for purpose.



## **These are practical tools.**

They are a blend of campaign strategy tools, including system thinking, and human centred design that can be combined in different ways to create a process that works for your team.



## **This is a work in progress.**

Everything in this toolkit is a prototype. We are constantly testing, evaluating and learning how to improve this process and we invite you to provide feedback on the methods and tools to improve it based on your experience.



## **This approach is flexible and adaptable.**

This process isn't intended to be linear. You may need to iterate several times to get to your solution. We encourage you to adapt, hack and improvise to improve on what you see here.

---

# Introduction

People powered campaigns thrive on strategies that put people at the centre of change. It's a shift for many campaigns and campaigners, so we created the Campaign Accelerator to blend a systems approach to strategy with proven methods inspired by design thinking. We've found that this hybrid approach enables teams to build campaigns that engage more people in deeper, more powerful ways, quicker. By accelerating the planning process we can get campaigns out the door faster, and learn and adapt from our campaigning to create more effective people powered campaigns.

**This is an action-based process.** We develop ideas and test theories. We get out of the meeting room and work with key audiences. Over five days, the plan evolves and gets refined. By the end of the five day programme, teams generate a project plan with clear next steps based on an analysis of the problem and solution, audience feedback, and tested ideas that address the campaign challenge. Teams also walk away with processes and tools for radical collaboration and planning that can be taken forward and used long after the Accelerator ends.

We have presented the Accelerator here as an intensive 5 day process, but **how you use these tools is up to you.** You can break it down and develop your plan over a longer period or select a few tools and methods to create a campaign in a day to respond to current events. In reality you'll find the process is not linear; you may revisit these tools and techniques many times as you learn and develop the campaign based on feedback.

## Are you ready for a people powered approach?

The Campaign Accelerator puts people power at the centre of the strategy and campaign planning process. No matter how many skilled staff and volunteers we claim, it will take more than our individual organisations to create and sustain the change the world demands of us. People powered movements are transforming the world — and our work.

By building strong and effective people powered strategies into our campaigns and projects, we can enable countless individuals to take an active role in change-making. The result: more campaigns, more wins, bigger victories and sustained movements that can scale to take on the enormous challenges our planet and humanity faces.

While there may be other strands of work your organisation or team takes on to deliver change, in this process we focus in on who can help us create change and connect with them through this process to inspire campaign stories, activities and engagement.

Before embarking on this process, your team and key decision makers need to be committed to a people-powered approach to campaigning.

To learn more about people power, download the [Mobilisation Cookbook](#).

## Are you ready for a participatory approach?

Collaboration is one of the core values of this approach. Team members contribute equally throughout the process by relying on diverse perspectives and expertise. Together, problems are identified and solutions tested, building a culture of collaboration that lasts beyond the planning process.

Team members have remarked that there was no difference between roles during the process. By bringing together project teams with diverse skills and perspectives to develop strategy and tactics through participatory exercises, integration is baked in and brings greater team alignment.

Alignment on strategy and plans through the process brings higher levels of autonomy during implementation. While the team will agree the strategy, creative direction and big elements together, other details of the plan can be developed by those with specific expertise. This means the team is able to focus on the big picture together instead of small details.

This can create a level of internal disruption which surfaces current power dynamics and provides an opportunity to transform them. Those people who have traditionally held power over decisions need to be open to everyone's perspectives and input during the process and willing to share power and decision making with all team members in order for this collaborative approach to be successful.

## Why do we take a systems approach?

Often the problems we are trying to solve are deeply complex and are part of larger integrated systems. When we try to create change and “fix” just a part of that system, the system often adapts and the problem reappears somewhere else. In order to create lasting change that addresses the root of the problem the whole system needs to be transformed.

When our aim is to transform the system, we need to explore and understand the whole system including its many components, players and the relationships between them.

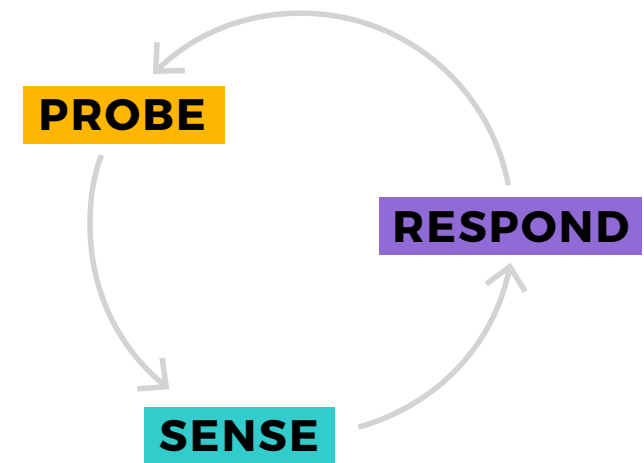
Because systems are complex and dynamic, it requires us to embrace a process of real world experimentation, learning and adaptation.

Most of today’s major crises are tied up within complex economic, political and social systems; they are global and deeply cultural. To understand these complex systems and how we can create change and transform them we need to take an approach that is based on probe-sense-respond. We probe the system by creating experiments and testing assumptions. We sense by listening, evaluating and integrating feedback from our experiments into our understanding of the system. And we respond by changing our experiments and adapting our strategy or scaling what is working to disrupt and transform the system.

This approach is built into the Campaign Accelerator process by exploring what we currently know about systems, challenging our assumptions, generating ideas and seeking feedback and adapting ideas.

It is also an approach that needs to continue long after the Campaign Accelerator process in order to create systemic change.

To learn more about a systems approach to campaigning see SmartCSOs report [Reimagining Activism](#), or the Greenpeace (draft) [systems campaigning toolkit](#).



## Why do we integrate design thinking in the process?

**As organisations we regularly tackle complex issues that are the result of dysfunction in larger systems including poverty, environmental destruction, inequality and violence, and design thinking offers advantages for working within complex and dynamic environments.**

Design thinking has earned a reputation for generating innovative new products and services. We're seeing the methodologies spread quickly throughout the international aid and development sectors, and the NGO / advocacy worlds are beginning to take note as well.

Design thinking has its roots in professional design traditions including ways of thinking and working. In order to engage non-professional designers in the process of design, these traditions have been simplified into a set of practices or tools and popularised under the terms "design thinking" and "human-centred design."

Design thinking requires cognitive skills other than deduction and induction, and this can sometimes be uncomfortable new territory for staff from NGOs which are more commonly influenced by scientific traditions. Yet as with any new skill, with practice and experience this approach can become natural or automatic.

We have integrated design thinking practices into the Campaign Accelerator because it is a process designed to tackle complex problems — problems where the solution is not known from the beginning. Design Thinking is a solution-focused process, one that recognises many possible solutions exist, and as we design solutions and experiment, we also learn more about the problem.

Adapting and including a design thinking approach in campaign planning develops empathy with audiences, challenges assumptions, and helps us better understand people's challenges and needs. The process includes field research and interacting with key audiences to uncover what inspires action. Gaining empathy helps remove the barriers between 'us' as staff and 'them' as people we wish to engage. This creates inspiration for innovation and greater creativity in our campaigns.

Design thinking uses prototypes to gather direct feedback on how and why people engage in and interact with campaigns. The process of prototyping, getting feedback and iteration is an essential part of the process and evolution of the solution. It also frees teams up to try wild ideas while minimising risks. Free from failure, participants find courage to try new things rather than sticking to what they already know.

There are many resources available online to learn more about design thinking, including free online courses from [Acumen and IDEO.org](#).



## How to use this guide

**This process was created and optimised for project teams to turn around plans quickly — to spend less time planning and more time campaigning.**

It works best for developing specific projects within a wider campaign. Teams should have completed their basic research and have a good understanding of the problem they are tackling and the context of the problem, even if they don't know their specific strategy yet.

Whether you're using this for a totally new campaign or to reinvigorate an existing campaign, you'll need to have a clear idea of what you want to get out of the process at the end so that you can adapt the process to meet those specific needs.

Each exercise comes with step by step instructions based on what we found works best with teams; you might have better ideas. Take inspiration from this, adapt it as necessary, and make it work for your team. Always keep your outcomes in mind. The process, methods and tools should serve the outcomes you need.

You may find some of these tools and methods useful for long term planning, or at specific points during implementation. It's up to you how to use them and when. We hope this guide will provide you with inspiration and a useful toolkit to create more responsive, people powered and impactful campaigns that spark system transformation.

### What the Campaign Accelerator will not do

This toolkit will not deliver answers to all your questions or cover all the work you may need to address in the life of your campaign. (Sorry!) The process is about accelerating your planning and launching people-powered campaigns more quickly — which should allow you to learn from your campaign activities and adapt plans based on your experience.

The Campaign Accelerator probably won't replace all of your current campaign planning tools, templates and methods; hopefully it can supplement them, complement them and provide your team with some new ways of working to supercharge your campaigns.

### With Gratitude

This guide is only possible because of the great work that has come before it. We are grateful for the inspiration and guidance these organisations have provided: Fantastic Studios, Greenpeace Response Lab, Grove Consultants International, Hyper Island, IDEO.org, Kaospilots, Nesta, SmartCSOs, Strategyzer and Greenpeace Mexico for providing incubation space.



# Module 3: Create



## Where are we?

Module 3: At this point you should have defined your challenge, have an idea of possible strategies and tested these with key stakeholders and audiences to understand their motivations, barriers and how they relate to the issue. From these audience insights you should have developed some focus questions (see Module 2).

## Purpose

To generate and develop ideas based on your sensing insights that will inspire and engage specific audiences to engage with the project and help create change.

## Outcomes

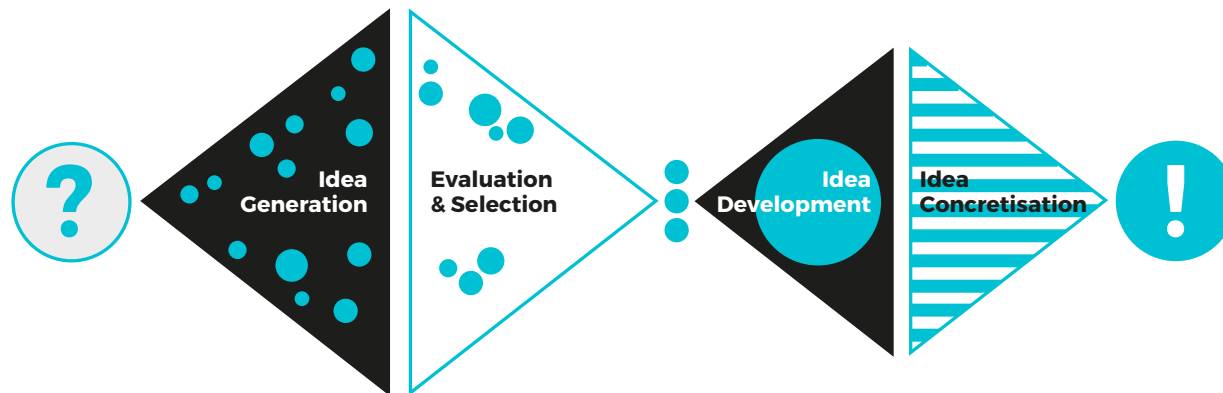
At the end of this stage you will have a few ideas with enough detail that you can test the concepts and tactics with specific stakeholders & audiences to support your project strategy.



**HOW TO USE THIS GUIDE:** This guide is intended to bring together tools to help us integrate people centred campaigning into our plans. This is a living document. We want you to try these tools, test them, adapt them and to share your learnings with your colleagues and with us so we can improve on the guide. If you have feedback on this guide please email: [accelerator@mobilisationlab.org](mailto:accelerator@mobilisationlab.org)



## Creative Model



This is the model for structured idea development. Structuring the process helps to enable creativity by separating the creative and analytical parts of the process so that everyone is at the same place at the same time (opening up for creativity and then thinking critically and evaluating the ideas). The creative process starts with a focus question that guides idea generation (see Module 2) and goes through a divergent and convergent process of opening up and then evaluating and selecting ideas to arrive at a final solution. It is best to share this model with the whole group before you start so they understand the steps of the process as you go through the process.



**NOTE:** Group sizes of 4-7 people work best and you can have as many groups as you need.



## SECTION 1:

# Creative Principles

Creative principles or “rules” help to unleash people’s creative potential and create the conditions for groups to generate and develop unique ideas. Results are best when participants experience these principles for themselves. The following exercises are designed to get across specific creative principles and are also a good warm up for groups before diving into the main topic of the creative workshop.

**EXERCISES:** We recommend you do at least two to cover all of the principles, if you have time for three, results will be even better. If you can only complete one exercise, the Apple exercise is best since it covers the most rules.

**DEBRIEFS:** After each exercise, it’s important to debrief with the group on each of the exercises to extract and write down all of the lessons.

**WRAP UP:** After you have finished all exercises, summarise the creative principles and keep these on the wall for the rest of the workshop to remind participants of the rules.

## CREATIVE PRINCIPLES

- QUANTITY is a condition for QUALITY
- Build on each other’s ideas by saying “YES, AND...!”
- Think BIG/encourage WILD IDEAS
- POSTPONE critical thinking and JUDGMENT
- LISTEN to other people’s ideas
- Get ALL your ideas out
- Be VISUAL — use your entire brain

YOU ARE IN CREATIVE PRINCIPLES



Exercise 1:

# Apple Exercise

**CORE FUNCTION: YES**

**CORE TOOL: NO**

(Though this is probably the most crucial of the “creative principle” exercises described here in terms of how many principles you can source for the group from it.)

## Level of difficulty:

Easy

## Time:

20 minutes (including debrief)

## People:

Groups of 4-7 people

## Materials:

Flip chart paper with grids prepared in advance, markers

## Purpose of this exercise:

Learning about creative principles, especially “quantity is a condition for quality.”

## Expected outcomes:

A list of creative lessons sourced from participants.

## Expected Campaign Canvas outcome:

None.

## How this exercise leads to the next section:

Helps source some of the creative principles for the group.

## Facilitation Pointers:



You don’t need to use “apples” for this exercise, just make sure it’s something seemingly simple that will allow people to get creative.

YOU ARE IN CREATIVE PRINCIPLES



## Step by Step:

- 1 Organise participants into smaller groups.
- 2 Explain the goal and the rules.
- 3 Start the timer giving them 7 minutes to begin with. You can add extra time to make sure they are getting close to filling the grid. Leave 10 minutes for debrief.
- 4 Stop people whether they have finished the grid or not and ask them to hang their charts side by side on the wall.
- 5 Ask the group what they notice about the drawing. You can prompt them by asking questions like — “what do you notice about the first apples and the later ones?”
- 6 Write down all observations and reflections on flip chart paper.
- 7 Summarise lessons and underline key creative principles.

### Exercise Goal:

Fill the grid with unique apples (or tomatoes, etc).

### Rules:

- Each apple has to be unique
- Take turns drawing from top left to bottom right of the grid
- In silence!



For the “apple” exercise, you can also use other prompts, like this one for trees!





Exercise 2:

# Yes, and...

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Easy

## Time:

20 minutes (including debrief)

## People:

In pairs

## Materials:

Timer

## Purpose of this exercise:

Learning about creative principles, especially “building on each other’s ideas.”

## Expected outcomes:

A list of creative lessons sourced from participants.

## Expected Campaign Canvas outcome:

None.

## How this exercise leads to the next section:

Helps source some of the creative principles for the group.

## Facilitation Pointers:



An alternative formulation you can use (thanks to our friends at Kaospilot) is to ask the pairs to respond to each other’s statements with “what I love about that is \_\_\_\_, and then we could \_\_\_\_,” which encourages active listening as well.

YOU ARE IN CREATIVE PRINCIPLES



## Step by Step:

- 1 Introduce the exercise and the rules. Offer to demonstrate if you have a co-facilitator.
- 2 Give them a starting topic (you are going on a trip...etc).
- 3 One person starts, after about a minute switch. The second person begins by saying "yes, and..."
- 4 Continue through several switches, you can play with the time making it shorter towards the end. For no more than 10 minutes.
- 5 Gather the group and ask them what they can learn about creativity from this exercise.
- 6 Write down all observations and reflections on flip chart paper.
- 7 Summarise lessons and underline key creative principles.

### Exercise Goal:

Create a story together.

### Rules:

- Take turns and switch when the facilitator says so
- Start your turn by saying "Yes, and..."  
(Yes approves and supports what the other person said first, and then you build on it)



Yes, and...





## Exercise 3:

# Party Exercise

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### Level of difficulty:

Easy

### Time:

20 minutes

### People:

5-20 people

### Materials:

Flip chart paper and markers

### Purpose of this exercise:

Learning about creative principles, especially “thinking big.”

### Expected outcomes:

A list of creative lessons sourced from participants.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

Helps source some of the creative principles for the group.

### Facilitation Pointers:



You could also use this basic setup later on as an idea generation prompt.



## Step by Step:

- 1 This is a facilitator led exercise. Start off planning a small party with limited time and budget (i.e. This weekend for €100 — as facilitator you decide the reason for the party — works better if it's frivolous. Plan all aspects of party for about 5 minutes. Prompt group if needed. What will you eat? Etc.)
- 2 On a new sheet of flip chart paper plan a second party with a huge budget and more time (i.e. 3 months and €1m). Works better if it is still frivolous. Someone's gambling pays off, wins lottery, etc. Again for about 5 minutes.
- 3 Now debrief on the difference between the two parties briefly. And then ask how could we create the second party with budget and time of first party? Ask for suggestions.
- 4 Then debrief and ask them what they can learn about creativity from this exercise. The key lessons from this is that the limitations we perceive limit our thinking and for the workshop we want to think big without limitations. It is easier to make a big idea fit our time and budget than to make an idea based on limits big.
- 5 Write down all observations and reflections on flip chart paper.
- 6 Summarise lessons and underline key creative principles.



The Party Exercise can get people quite ambitious!



## Exercise 4:

# Yellow Card, Red Card

**CORE FUNCTION: NO**

**CORE TOOL: NO**

### Level of difficulty:

Easy

### Time:

Throughout the workshop

### People:

In small groups

### Materials:

A yellow card and a red card for each group

### Purpose of this exercise:

Helps groups that are new to the creative process and provides a fun reminder of the rules.

### Expected outcomes:

Groups follow the creative principles.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

May be useful in ensuring productive group dynamics for the rest of the create module.

### Facilitation Pointers:



Whether or not you need this should be based on your own reading of the likely group dynamics. If you are not sure about the group dynamics it is best to introduce it at the beginning and participants won't use it if they don't need to.

YOU ARE IN CREATIVE PRINCIPLES



## Step by Step:

- 1** Introduce this as a way to remind each other of the creative principles or rules.
- 2** Each group gets a yellow card and a red card.
- 3** If someone isn't following the rules, particularly being critical or saying "no" during the creative phases of the process, any team member can give them a yellow card as a first warning.
- 4** If the same person continues to be critical or break the rules, anyone in the group can give them a red card, and then the person has to be silent for 1 minute.



Photo credit: [Max Pixel](#)



Photo credit: [Ian Burt](#)



## SECTION 2:

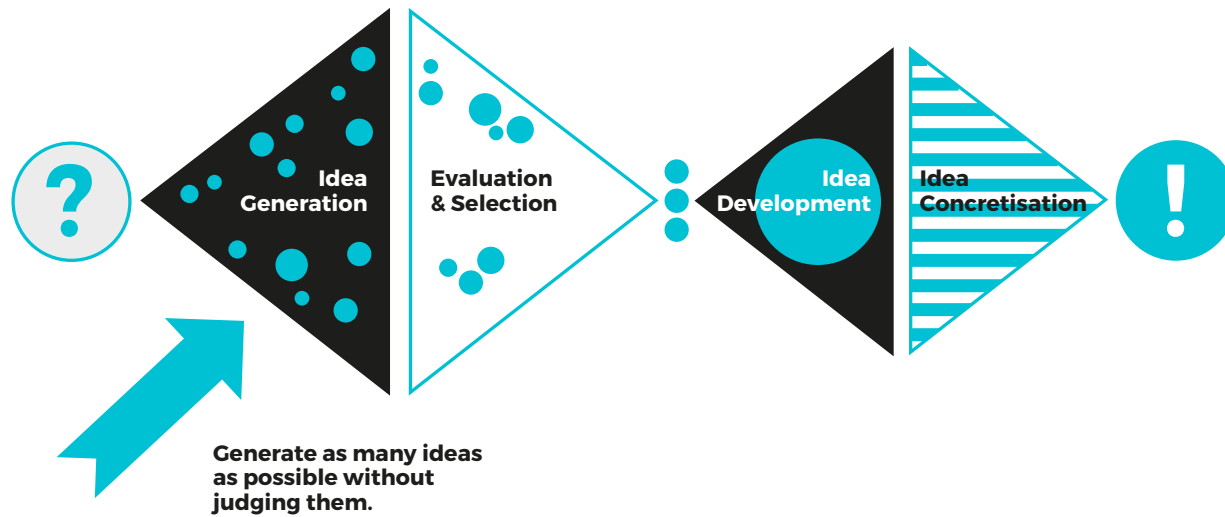
# Idea Generation

During idea generation the objective is to generate as many ideas as possible and you can use a variety of techniques to generate ideas. A few of these methods are outlined on the following pages.

YOU ARE IN IDEA GENERATION



## Idea Generation



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[Download A1 Template](#)

YOU ARE IN IDEA GENERATION



Exercise 1:

# Empty Your Brain

**CORE FUNCTION: YES**

**CORE TOOL: NO**

(Though this is almost always a great way to get started)

## Level of difficulty:

Easy

## Time:

10-15 minutes

## People:

Individually and then in small group

## Materials:

Post-its, markers, focus question printed for each group

## Purpose of this exercise:

Getting familiar with the focus question and getting those first ideas out.

## Expected outcomes:

First ideas to answer focus question.

## Expected Campaign Canvas outcome:

None, directly.

## How this exercise leads to the next section:

This is one of several possible idea generation methods.

## Facilitation Pointers:



For this and other exercises, it can be helpful to have a music player and speaker set up so you can turn appropriate music on/off to put people in a creative mood.

YOU ARE IN IDEA GENERATION



## Step by Step:

- 1** Start by spending 3 minutes in silence generating ideas to answer this question individually and write on post-it notes with markers so it's easy to read. One idea per post-it. As many ideas as they can.
- 2** Then each member takes turns quickly sharing their ideas. Other participants can build on ideas and write down more ideas on post-its.
- 3** Continue sharing until all ideas are out on the table.



Emptying brains in Mexico.





Exercise 2:

# Picture Prompt

**CORE FUNCTION: YES**

**CORE TOOL: NO**

 **Level of difficulty:**

Easy

 **Time:**

20 minutes

 **People:**

In small groups

 **Materials:**

Large collection of printed pictures, post-its, markers, flip chart paper, music and speaker

## **Purpose of this exercise:**

Generating ideas using pictures for inspiration to create unique ideas.

## **Expected outcomes:**

Many ideas.

## **Expected Campaign Canvas outcome:**

None, directly.

## **How this exercise leads to the next section:**

This is one of several possible idea generation methods.

YOU ARE IN IDEA GENERATION



## Step by Step:

- 1** Scatter the photos in a central place between the groups.
- 2** When the music starts one person from each group runs to the pile of images, quickly selects a random image and returns to the group.
- 3** The whole group uses the image to answer the focus question. Writing each idea down on post-it notes. Give them just a few minutes.
- 4** When the music starts again, another group member runs to the pile and selects another random image.
- 5** Continue for several rounds.





Exercise 3:

# Trends Prompt

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Easy

## Time:

15-20 minutes

## People:

In small groups

## Materials:

Printed trends cards (see templates at the end of this document) or a selection of trends on slidespaper, music and speaker

## Purpose of this exercise:

Generating ideas based on current technology or social trends.

## Expected outcomes:

Many ideas.

## Expected Campaign Canvas outcome:

None, directly.

## How this exercise leads to the next section:

This is one of several possible idea generation methods.

YOU ARE IN IDEA GENERATION



## Step by Step:

- 1** If using trends cards, follow the steps for the Picture Prompt method on the previous page.
- 2** If you have selected trends you want to focus on, create a slide for each trend. Show the slides and give groups a few minutes to answer the focus question using the trend.
- 3** Groups should write all ideas inspired by the trend on post-it notes until you have gone through all your trend slides.



YOU ARE IN IDEA GENERATION



Exercise 4:

# Negative Ideation

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Moderate

## Time:

20 minutes

## People:

In small groups

## Materials:

Markers, flip chart paper and post-its

## Purpose of this exercise:

Tapping into participants' "dark side" and generating unusual ideas.

## Expected outcomes:

Many ideas.

## Expected Campaign Canvas outcome:

None, directly.

## How this exercise leads to the next section:

This is one of several possible idea generation methods.

## Facilitation Pointers:



To make this simpler, you can create a new, inverted version of your focus question, brainstorm directly on that, and then search for ideas to flip.



Sometimes, this winds up sourcing "ways of working" as much as campaign concepts. These are also useful, but worth being aware of in advance.

YOU ARE IN IDEA GENERATION



## Step by Step:

- 1 On a separate piece of flip chart paper from all of the other ideas, ask groups to find the worst solutions to answer the focus questions. Write all of the answers down. Give them 5-7 minutes. Keep all these ideas in a separate pile.
- 2 Now go through the “worst” ideas and try to “flip” them or turn them into a positive solution. Write these down on post-it notes.



YOU ARE IN IDEA GENERATION



## Exercise 5:

# Idea Mash-up

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### Level of difficulty:

Moderate

### Time:

30 minutes

### People:

In a small group

### Materials:

Large grid drawn on flip chart, post-its, markers, ideas on post-its.

### Purpose of this exercise:

Generating new ideas from existing ideas by combining them.

### Expected outcomes:

Yet more ideas.

### Expected Campaign Canvas outcome:

None, directly.

### How this exercise leads to the next section:

This is one of several possible idea generation methods.

### Facilitation Pointers:



This can also be done more informally than with the grid on the wall.



This can work especially well if your earlier idea generation has followed multiple tracks, as a way to start bringing them together

YOU ARE IN IDEA GENERATION



## Step by Step:

- 1** Post a large grid on the wall and quickly select from existing ideas to fill all the squares along the top and one side of the grid.
- 2** Go through each square on the grid combining the idea on the top and side to make a new idea.
- 3** Write new ideas on a post-it and place in the square, skip squares where you can't come up with any ways to combine the existing ideas.



YOU ARE IN IDEA GENERATION





## SECTION 3:

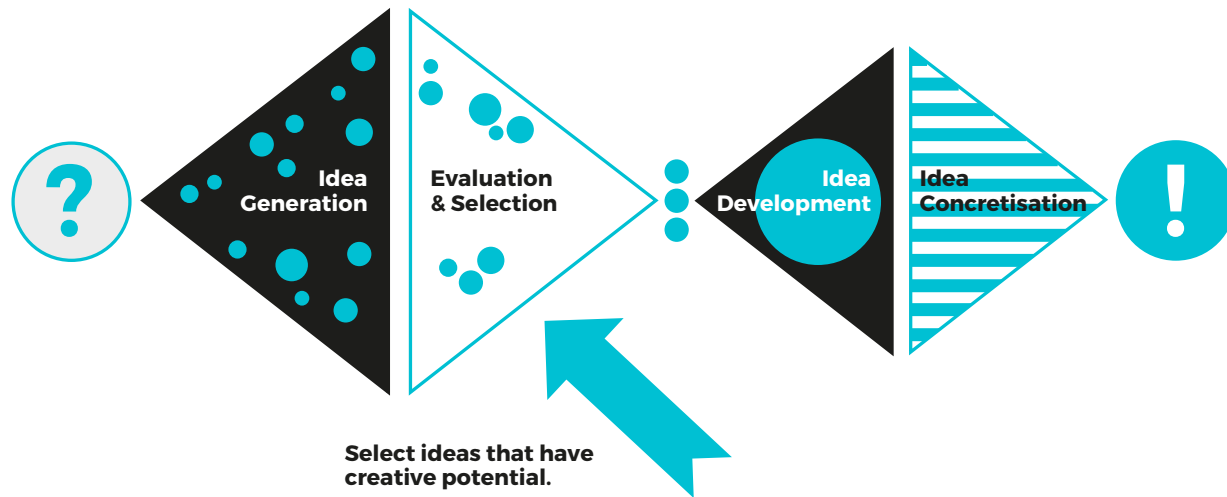
# Idea Evaluation & Selection

Groups will now have a very large number of ideas in their space and need to begin the difficult task of sorting through and organising them, evaluating ideas and selecting those with the most potential. This can feel messy and rushed. That's natural, and the best guide for selecting ideas with limited time is intuition and enthusiasm for ideas.

YOU ARE IN IDEA EVALUATION & SELECTION



## Idea Evaluation & Selection



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**YOU ARE IN IDEA EVALUATION & SELECTION**



## Exercise 1:

# Organising Ideas

**CORE FUNCTION: YES**

**CORE TOOL: NO**

(Though some method of making sense of the many ideas you generate will be needed, and this is probably best)

### Level of difficulty:

Difficult

### Time:

20-30 minutes

### People:

In small group

### Materials:

Existing ideas, flip chart paper, markers

### Purpose of this exercise:

Getting an overview of all the ideas generated, combining individual ideas into concepts or themes.

### Expected outcomes:

Ideas organised into several themes or concepts.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

Helps you make sense of what you're selecting.

### Facilitation Pointers:



Once you sort the ideas into themes, it may be worth devoting a bit of time to consolidating each theme in a way that gets everyone on the same page (quickly — can just be writing it out in a sentence or two on a large post-it).



The groups should avoid creating 'clusters' based on types of activity.

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## Step by Step:

- 1** Groups should start by tidying up their space and getting an overview of the ideas in front of them.
- 2** On a clean sheet of flip chart paper, groups should start organising ideas into different themes or concepts. They should avoid organising by categories like types of activity, the aim is to find the nuggets of ideas for a full campaign or significant tactic that can be developed further.
- 3** At this point many ideas will also be discarded. That's ok too. The aim is to find those ideas with the most potential to answer the focus question.



First organisation of ideas.



More idea organisation.

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Exercise 2:

# Idea pitching

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Moderate

## Time:

20-30 minutes

## People:

Individually and in large group

## Materials:

Existing ideas

## Purpose of this exercise:

Select ideas based on enthusiasm.

## Expected outcomes:

A small number of ideas and new groups to take them forward based on enthusiasm for ideas.

## Expected Campaign Canvas outcome:

None.

## How this exercise leads to the next section:

A small number of ideas to take to development stage.

## Facilitation Pointers:



When selecting ideas in small groups based on consensus, groups may avoid riskier ideas to in order to common to a common decision. This method allows for a diversity of ideas to be pitched and individuals who want to take them forward to develop them further.

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## Step by Step:

- 1** Individuals are given a short time to pick their favourite idea from the many ideas generated. The groups can discuss and evaluate ideas together, however each person has to pick a different idea to pitch to the whole group.
- 2** Each individual pitches their idea and why they think it has potential to solve the question to the whole group in 1 minute or less.
- 3** Once all the ideas have been pitched, everyone should spread out around the room holding up a pos-it or piece of paper with their idea on it. Everyone has the option to abandon the idea for something they like better, they do this by going to stand next to the person with the idea they want to work on. If no one joins an idea the pitcher must choose another.
- 4** For an idea to move forward to development, at least three people need to have joined an idea (you can change the number based on group size but there needs to be enough enthusiasm for the idea to move forward). This new group takes the idea through the next stage of development.



Selecting ideas.



Exercise 3:

# Disruption scale

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Moderate

## Time:

20 minutes

## People:

Individually and in large group

## Materials:

Existing ideas

## Purpose of this exercise:

Select ideas based on how disruptive they are.

## Expected outcomes:

One or two ideas per group to take forward to the next phase of idea development.

## Expected Campaign Canvas outcome:

None.

## How this exercise leads to the next section:

A small number of ideas to take to development stage.

## Facilitation Pointers:



Make sure it is clear to participants the difference between innovation and disruption. Disruption is creating something new that makes the old ways obsolete.

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## Step by Step:

- 1** Have groups create a line through the middle of a flip chart with innovation on one end of the scale and disruption on the other end.
- 2** Ask groups to quickly place all of their ideas on the scale between innovation and disruption. They can also discard anything that does not make the scale.
- 3** Once all of the ideas have been placed they should focus on the ideas closest to the disruptive end of the scale. Based on how potentially disruptive their ideas are, they should pick their top ideas to take forward.



Selecting ideas with an innovation to disruption scale.





Exercise 4:

# XY Plotting

**CORE FUNCTION: YES**

**CORE TOOL: NO**

(It's possible your groups will be able to decide which ideas to take forward via a more informal discussion mechanism)

 **Level of difficulty:**

Moderate

 **Time:**

15-20 minutes

 **People:**

In small group

 **Materials:**

Flip chart paper and markers

**Purpose of this exercise:**

Evaluating ideas based on project criteria.

**Expected outcomes:**

Top ideas based on project criteria.

**Expected Campaign Canvas outcome:**

None.

**How this exercise leads to the next section:**

Can provide the ideas you want to take forward.

**Facilitation Pointers:**



The parameters you can use here might well emerge organically during your discussion, rather than needing to be pre-planned.

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## Step by Step:

- 1** Draw an X and Y axis on a flip chart paper and determine which criteria you will use to evaluate ideas. These should relate to your problem and strategy, key insights or organisational needs. For example potential for deepening engagement and opportunities for NVDA. These should be based on your strategy and organisational goals.
- 2** Plot your big ideas (those that formed concepts when you organised) on the axis and see which idea comes out top.
- 3** If you have more than two criteria, you can change the XY values and do it again.



In this example the two criteria used were “resistance to change” and “potential to create big stories” with two big ideas being selected to take forward.



## Exercise 5:

# Dot Voting

**CORE FUNCTION: YES**

**CORE TOOL: NO**

(It's possible your groups will be able to decide which ideas to take forward via a more informal discussion mechanism)

### Level of difficulty:

Easy

### Time:

5 minutes

### People:

As individuals in the group

### Materials:

Markers or stickers

### Purpose of this exercise:

Gut check and quick selection of ideas.

### Expected outcomes:

1-2 ideas that the group will take forward to the next stage.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

Can provide the ideas you want to take forward.

### Facilitation Pointers:



Sometimes this can feel arbitrary based on how the ideas got sorted and how people voted. One method to avoid that is, after voting concludes, give participants the opportunity to make a case for the one idea that got left behind which they passionately believe should move forward.

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## Step by Step:

- 1** Give each participant a specific number of dots or votes (3-5).
- 2** Each team member uses their dots in whatever way they want voting for the idea they think best answers the focus question.
- 3** Once all the votes are cast, count to see which ideas have come out on top.
- 4** If the group is 3 people or fewer they will only be able to take one idea forward so will need to agree on which idea they will work on. If the group is 4 people or larger they can work on 1-2 ideas.



Dot Voting.



## SECTION 4:

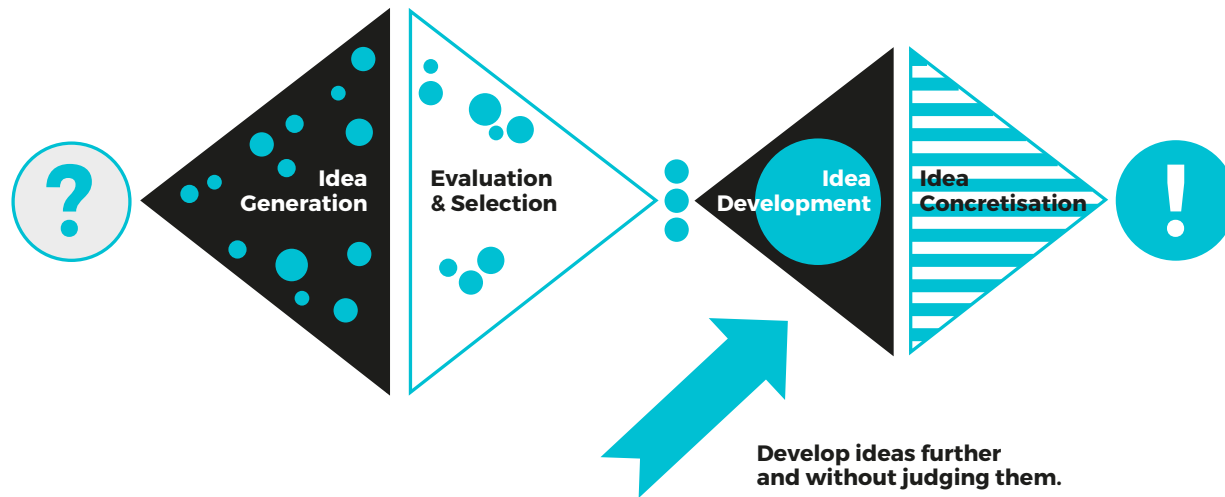
# Idea Development

Groups should now have several ideas they will take into the next stage where we develop these ideas further. It is another phase of opening up and building on the ideas that were selected to make them stronger.

YOU ARE IN IDEA DEVELOPMENT



## Idea Development



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## Exercise 1:

# Mind Map

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### Level of difficulty:

Moderate

### Time:

20-30 minutes

### People:

In pairs or small group

### Materials:

Flip chart paper, markers

### Purpose of this exercise:

Develop the idea further by creating a visual map.

### Expected outcomes:

Identified and filled in gaps in the idea and an overview of all elements.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

Helps develop the idea further.

### Facilitation Pointers:



Groups can start with a concept for an idea or just a single post-it note that the idea thinks holds potential and build out a full concept from there.

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## Step by Step:

- 1 Start with the main idea in the middle.
- 2 Map what elements you already have for the idea by creating branches from the central idea. You can create additional branches to go deeper on these ideas.
- 3 Identify what is missing and expand on these areas.
- 4 Continue the process of free association and going deeper ideas until all relevant areas and elements of the idea are covered.



Mind-mapping.





Exercise 2:

# Fishing stories

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Moderate

## Time:

15-20 minutes

## People:

In pairs or small group

## Materials:

Flip chart paper, markers

## Purpose of this exercise:

Build on an idea using exaggeration.

## Expected outcomes:

A number of ideas to build on your to make it bigger, bolder, the bst.

## Expected Campaign Canvas outcome:

None.

## How this exercise leads to the next section:

Helps develop the idea further.

## Facilitation Pointers:



For best results, you can combine this with the rules from the "Yes, and.." exercise in creative principles.

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## Step by Step:

- 1** Exaggeration is a good way to tap into the team's imagination. Each team member takes turns building on the idea by exaggerating all elements of it.
- 2** Continue until you have at least 10 exaggerations of the idea. The team should write them down as you go.
- 3** Evaluation the exaggerations and select those that are feasible and improve the idea to incorporate into your idea.



Developing ideas.



## Exercise 3:

# P.O.W.E.R. Tool

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### **Level of difficulty:**

Moderate

### **Time:**

20-30 minutes

### **People:**

In pairs or small group

### **Materials:**

Flip chart paper, markers

### **Purpose of this exercise:**

Systematically interrogating and building on your idea.

### **Expected outcomes:**

Ideas for how to strengthen the best elements of the idea and solve weaker elements or overcome obstacles.

### **Expected Campaign Canvas outcome:**

None.

### **How this exercise leads to the next section:**

Helps develop the idea further.

### **Facilitation Pointers:**



This exercise works best with ideas that have already been through some development.

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## Step by Step:

- 1** Introduce the POWER tool letter by letter allowing groups about 5 minutes to answer each question.
- 2** Groups should take bullet point notes and ideas for each section of the tool on flip chart paper.

### **P**OSITIVES

What is good about the idea? Why might it succeed? Praise your idea!

### **O**BJECTIONS/OBSTACLES

What are the flaws? Why might it fail? Be super critical!

### **W**HAT ELSE?

What's missing? What is unclear?

### **E**NHANCEMENTS

How might the positives become even stronger? Review your list and build on them.

### **R**EMEDIES

How might the objections or obstacles be overcome? Review and improve your idea.

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## Exercise 4:

# Prototype it

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### Level of difficulty:

Moderate

### Time:

20-30 minutes

### People:

In small group

### Materials:

Paper, markers, scissors, glue

### Purpose of this exercise:

Develop the idea further by creating early and rough prototypes

### Expected outcomes:

Rough sketches of the idea.

### Expected Campaign Canvas outcome:

None.

### How this exercise leads to the next section:

Helps develop the idea further.

### Facilitation Pointers:



Module 4 focuses on prototyping, however this can also be a helpful method for exploring and building on an idea.

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## Step by Step:

- 1** Provide groups with creative supplies - paper, color paper, color markers, scissors, glue, cardboard, stickers, whatever you have.
- 2** Instruct groups to create drawings or constructions of the idea - these could be the first elements of the campaign people see, story boards for an activity or video, digital screens.
- 3** Encourage groups not to get stuck on one drawing. They should draw quickly and as many as they need to explore different options for the idea.



Drawing elements of an idea.



# Additional Exercises for Idea Development

In addition to the methods described previously, here are a few additional ways you can enhance your ideas:

1. SWOT (strengths, weaknesses, opportunities, threats) brainstorm.
2. Look back at discarded ideas, and see if any would usefully enhance the one(s) you've selected (basically, rerunning an informal version of the mashup).
3. Talk through the elements of major campaign projects, and identify gaps that need to be filled.
4. You could also skip ahead and use the “template” exercise in the next section to help you develop ideas here.

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## SECTION 5:

# Idea Concretisation & Selection

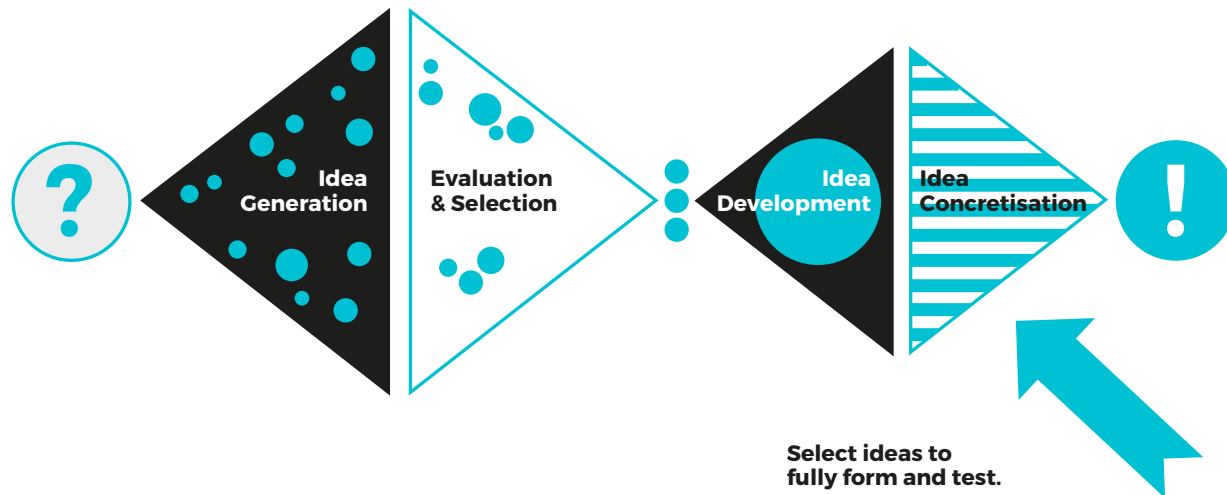
Groups should now have a better idea of the creative, engagement and storytelling potential of the ideas they have developed. It's time to select a few to turn into fuller solutions that can be prototyped and tested.

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## Idea Concretisation



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**YOU ARE IN IDEA CONCRETISATION & SELECTION**



Exercise 1:

# Templates

**CORE FUNCTION: YES**

**CORE TOOL: NO**

## Level of difficulty:

Easy

## Time:

20-30 minutes

## People:

In pairs or small groups

## Materials:

Flip chart paper, markers

## Purpose of this exercise:

Summarising and presenting ideas to others.

## Expected outcomes:

An overview of the selected solution from each group.

## Expected Campaign Canvas outcome:

This can give you some of the ideas that might fill out some of the campaign tactics, but they'll be further refined after prototyping.

## How this exercise leads to the next section:

It leads directly into the ideas you'll be prototyping.

## Facilitation Pointers:



You might want to introduce the templates at the development stage to help you build out ideas, too. You can then winnow down the number of developed ideas (if needed) via the idea selection methods introduced earlier in this module or using the matrix method described next.

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## Step by Step:

- 1** Include some standard elements in your template: Title or headline, short summary, drawing of the idea.
- 2** Decide what are the key elements of the idea you want groups to share. This could be:
  - Why do you think this idea will succeed?
  - How does it help deliver the seven shifts?
  - How will it increase the depth of engagement? Breadth?
- 3** Draw an example of the template on flip chart paper or a slide and share with groups to use it to summarise their idea. If you have time, you can also draw all the templates the groups will use, to ensure consistency.



Working through some templates.



You can present each template to the group.



### Example Templates



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## Exercise 2:

# Prototype it

**CORE FUNCTION: YES**

**CORE TOOL: NO**

### Level of difficulty:

Moderate

### Time:

20-30 minutes

### People:

In small groups

### Materials:

Paper, markers, scissors, glue, cardboard

### **Purpose of this exercise:**

Create an early prototype of the idea to make it more concrete.

### **Expected outcomes:**

Rough sketches or constructions that represent the campaign.

### **Expected Campaign Canvas outcome:**

This can give you some of the ideas that might fill out some of the campaign tactics, but they'll be further refined after prototype testing.

### **How this exercise leads to the next section:**

It leads directly into the ideas you'll be testing.

### **Facilitation Pointers:**



Module 4 focuses on prototyping, however this can also be a helpful method to narrow down from idea development to focus the idea and make it concrete.

YOU ARE IN IDEA CONCRETISATION & SELECTION



## Step by Step:

- 1** Provide groups with creative supplies - paper, color paper, color markers, scissors, glue, cardboard, stickers, whatever you have.
- 2** Groups decide what are the key elements of the idea you want groups to share. This could be:
  - marketing materials
  - an activity
  - digital media
- 3** Draw rough sketches of these elements.



Early prototype of idea.



## Exercise 3:

# Revolutionary Matrix

### CORE FUNCTION: **YES**

(This is the only formal idea selection idea we offer at this stage. If you need to decide between ideas here, you can use this or you can do so via any of the ideas offered in the idea selection section earlier.

### CORE TOOL: **NO**

### Level of difficulty:

Easy

### Time:

10 minutes

### People:

In small group

### Materials:

Flip chart, developed ideas

### Purpose of this exercise:

Evaluating ideas based on their potential for innovation.

### Expected outcomes:

Decision about which idea(s) to take forward for testing.

### Expected Campaign Canvas outcome:

This can give you some of the ideas that might fill out some of the campaign tactics, but they'll be further refined after prototyping.

### How this exercise leads to the next section:

Can help winnow down the number of ideas you prototype if that's needed.

### Facilitation Pointers:



This is really only necessary if you need to decide between ideas at this stage — you may be able to prototype all of the ideas you've moved forward with.



You should try to take as many ideas into the prototyping stage as you're comfortable with.

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## Step by Step:

- 1 Evaluate and plot developed ideas on the matrix bases on it's potential to engage existing or new audiences and whether it looks similar to existing campaigns and activities or has a focus on completely new activities.
- 2 Use the results to make a clear decision about which idea(s) you will prototype and test.

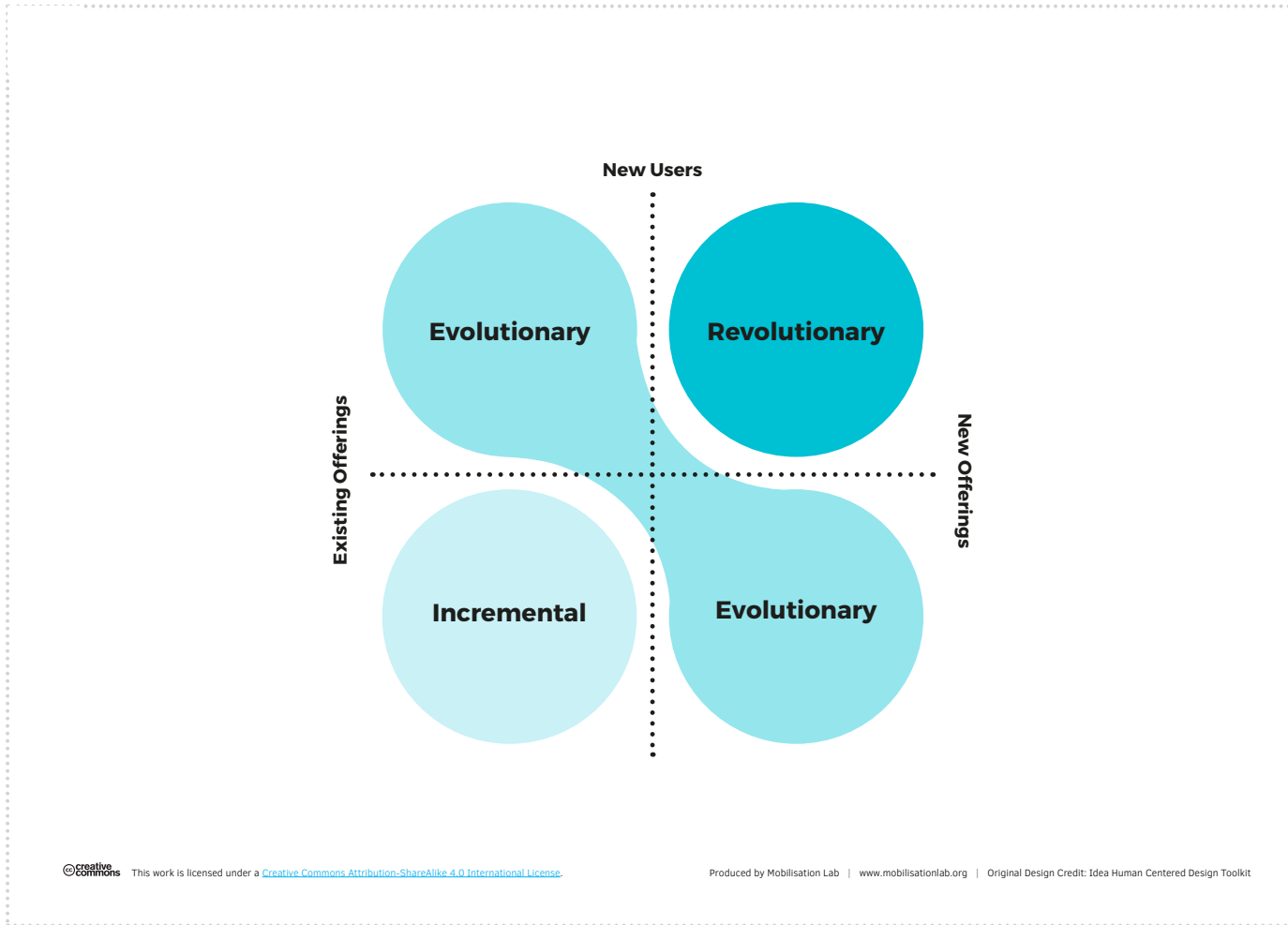


Revolutionary Matrix in action.





## Revolutionary Matrix Diagram



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## SECTION 6:

# Transition to Prototyping

YOU ARE IN TRANSITION TO PROTOTYPING AND FACILITATION TOOLS



# Final Idea Selection & Prototyping

There are several ways you could select final ideas that will be taken forward as part of the project. **We highly recommend prototyping all of your top ideas (see Module 4) to get feedback from your target audiences before making a final decision on what ideas to use as part of your project.**

Whatever your process for getting feedback and making decisions on ideas, make sure that the process is clear before your workshop and you can communicate it to your workshop participants along with what criteria decisions will be based on.

## What are prototypes?

Prototypes come in many forms. We use quick and rough prototypes to communicate ideas early in planning to get feedback from stakeholders and audiences in order to select the best ideas to engage people and improve ideas based on feedback. We will walk you through this process in Module 4.



Prototyping example.



Prototyping example.

YOU ARE IN TRANSITION TO PROTOTYPING AND FACILITATION TOOLS



# Download Templates

## Pg 134 Creative Model

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[Download A0 Template](#)

## Pg 145 Idea Generation

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## Pg 157 Idea Evaluation & Selection

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## Pg 169 Idea Development

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## Pg 180 Idea Concretisation

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## Pg 188 Revolutionary Matrix Diagram

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[Download A1 Template](#)

YOU ARE IN TRANSITION TO PROTOTYPING AND FACILITATION TOOLS



CAMPAIGN ACCELERATOR TOOLKIT

DEFINE

SENSE

CREATE

PROTOTYPE & TEST

PLAN & PITCH

The Mobilisation Lab exists to transform how campaigns are fought and won, providing a forward-looking space to envision, test, and roll out creative new means of inspiring larger networks of leaders and people around the world to create positive change.

## CONTACT

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