

A group of people in a meeting room. Some are standing and looking at documents on the wall, while others are sitting on the floor looking at a large document. The room has a patterned carpet and a wall covered in papers.

nowhere

Breakthrough Innovation Projects (BIPs)

Generating collective breakthrough

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This is a three-month process whereby a creative team is formed to generate breakthrough pathways and solutions to strategically critical challenges, opportunities and issues.

Teams learn to ride the creative-rollercoaster to deliver:

- a clear articulation of a breakthrough solution to a 'wicked' problem
- a clear presentation of the solution and the next steps required to test it
- excitement about the way forward, and core energy to support the implementation

From their experience of this new and creative way of working, leaders are also resourced to transform their organisations into engine-rooms of innovation and peak performance.

Collective breakthroughs



- A unique \$1bn market opportunity, that was previously thought to be only \$50m, emerged when two competing scientific disciplines transcended their assumptions of each other and turned what was a low priority market segment into a massive growth trajectory
- A game-changing breakthrough in the production and distribution of a core, emerging market's product pipeline
- A strategic blueprint that innovatively weaves together breakthroughs in user experience, prescient technology and branded behaviour



'We have captured the insights that will spark and fuel our journey.'

What clients and participants have said...

'I am stunned at the simplicity, clarity and elegance of our solution.'

'We have cracked the orthodoxy.'

'We have seen underneath to what makes this impossible. And seen how we can move it.'

'I can sense the "forbidden spaces" where big change has to begin. And how I can step in with my eyes open.'

'We chose not to take the easy path. We've chosen a bold path that can make a difference. And we are ready to work with the resistance that will come.'

'This has changed the way I see the world and I can't go back.'

'Now I see how I can slow myself and my team down up-front in order for us to go way faster and deeper together.'

'I can now see energy moving in ways that I had been unaware of. This can make all the difference.'

'I am an aware participant in the dance between culture and strategy; process and result.'

'There are elements of this solution that I'm prepared to fight for.'

'I now pick up the clues about how to change the inertia that builds up in groups.'

'We are dropping three small pebbles that will create big ripples.'

'I've increased my ability to see the few small actions that make all the difference.'

'We have captured the insights that will spark and fuel our journey.'

An evocative story...

'Being asked to lead this project felt like the kiss of death. This was the third time we had tried to crack this crucial problem. I was also rather reluctant to put a sequence of workshops in my diary.

I started to notice that something was different when I saw the cross-functional nature of the team we were putting together. And even at the first On-Boarding workshop, how I saw the challenge we were facing somehow changed. It felt like we dropped beneath the problem.

The skills we were given in that workshop were extraordinary – and it felt like I was walking in the world in a different way. From then on we were able to see within and behind the patterns that were really driving things.

However, by the time of the Illumination I was completely saturated, getting worried that we still hadn't found the elegant way through. Then slowly, the solution started to show itself in the space between us. We found our differences to be more revealing and useful than our similarities. And then there was huge relief and surprise at the simplicity of what finally emerged.

Our sponsors were also transformed. I could see them listening to us in an entirely new way. Instead of judging us, they moved into a space of building and creating with us. Surely this is the way it should always be.

*I've never felt such a sense of camaraderie at work before.
What's the next impossible project?
Count me in!*

What is a Breakthrough Innovation Project...?

A Creative Team is held through a 2-4 month creative journey through the following stages:

- **Phase 1: Sponsor & Leader briefing:** A half-day meeting to create the core energy for the journey ahead. This involves sponsors and project leaders developing an understanding of the process and agreeing the scope of the project
- **Phase 2: On-Boarding the Project Team:** This 2-3 day workshop kicks off the project. It is designed to help teams to fully embrace, refine and get to the heart of the challenge, to get into creative relationship with each other; and to prepare for the questing phase, and to identify the breakthrough questions they want to quest into
- **Phase 3: Questing:** The key to this phase (anything from 5-10 days) is for the team to jump into their breakthrough questions, and find and follow clues from first-hand, subjective, shared and immersive experiences. This can take the form of visits, activities, guest speakers ... anything that enables the team to feel into the true nature and opportunity of the problem space. The team has regular debriefing sessions through this phase, and learn to map their insights spatially and relationally. They are encouraged not to collapse the creative process or follow their desire to jump to a premature solution
- **Phase 4: Illumination:** During this 3-4-day workshop the team come together to answer the Breakthrough Question and develop the elegant solution and recommendations
- **Post-illumination:** Finally, the team moves into a **Seeking Council** phase where they share their solution, and the thinking behind their thinking, with their sponsoring/key stakeholders. Together they then shape the best way forward, allowing the most potent insights and breakthrough to bubble up and move into a rapid **Prototyping** phase

Timings: Three workshops over a 2-4 month period. Implementation thereafter can typically take between 6-18 months depending upon the size and complexity of the solution.

Participants: around 8 team members (including the Team Leader)

To learn more about our *Breakthrough Innovation Projects* email us at catalysts@nowhere.com

Or visit
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