

SHIFT/IT



PREVIEW

Think Differently. Think Better. Think Ahead.

Introduction

Congrats On Getting Started!

This is not a book. This is meant to be something more interactive and hands on. If you want to learn to be a great thinker, there are a number of recommended books in here (and on the website ShiftKit.io), but if you want to practice being a better thinker, then this kit was made for you!

Most (99.9%) of what follows came from other people, concepts and tools we've picked up from really smart people through the years. The worksheets in here were created for various workshops and classes that we've had the pleasure of facilitating.

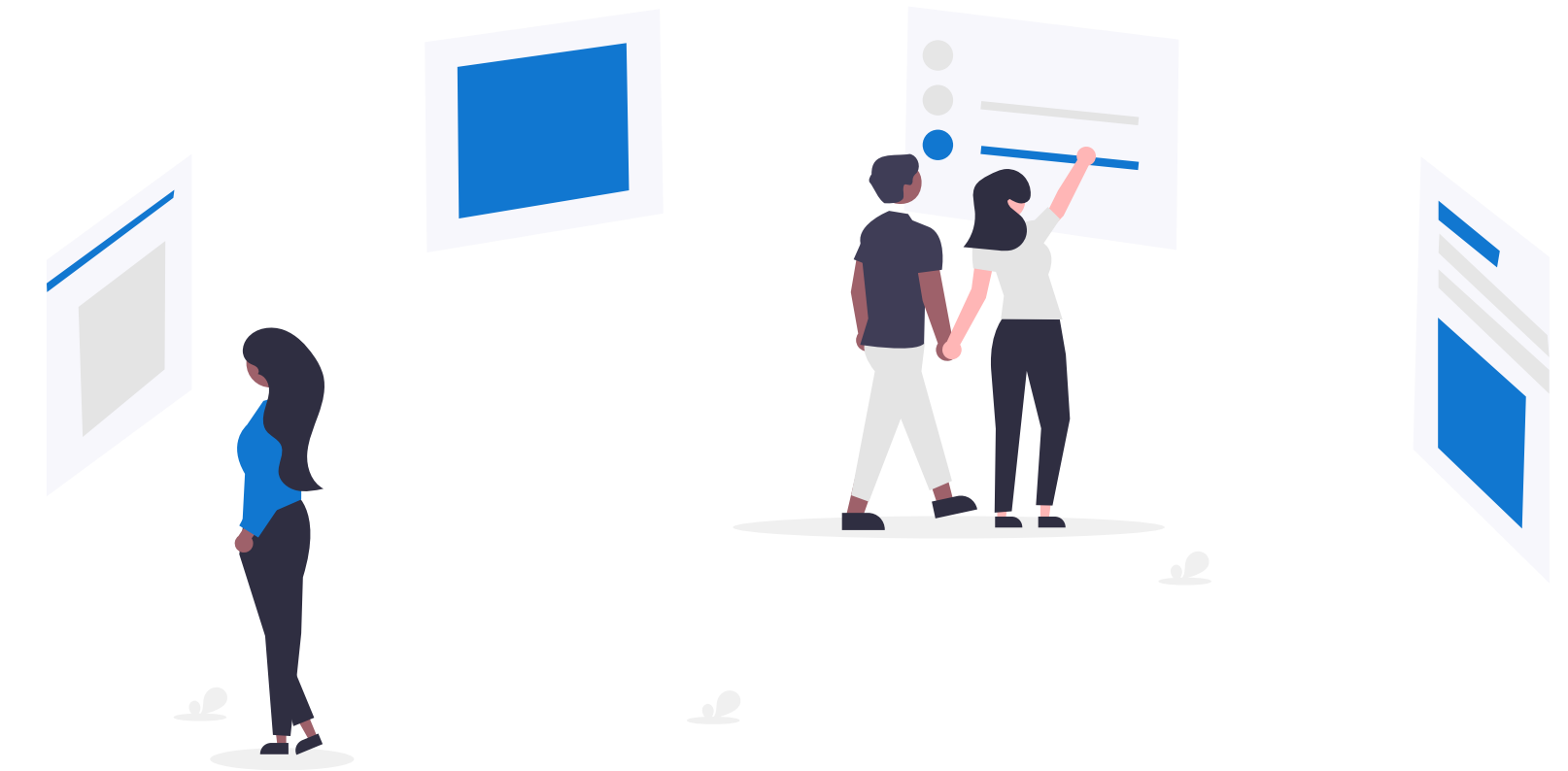
In addition to the personal value of having a structured format for thinking through things, there is an additional benefit in putting stuff in writing: alignment. Often times the thing that slows teams down is different definitions of the problem, or the vision & mission. Having words on paper really helps.

One of our favorite workshops is called "Problem Framing", where we spend time going through a bunch of little exercises and insights about ensuring that the right problem is solved. One of the lines that we use in that workshop is that people are taught how to solve problems, and we have a lot of tools and methods for that, but we don't spend enough time teaching people how to figure out the right problem to solve, and we have too few tools and methods for that. That is what this kit is all about.

Becoming a better thinker is a rewarding journey, and worth the effort. We've put a few of our favorite books and websites in the back of this kit. We'd love to hear what some of your favorites are, so please feel free to email us at feedback@tinkr.io!

Happy Thinking!

Tinkr Labs



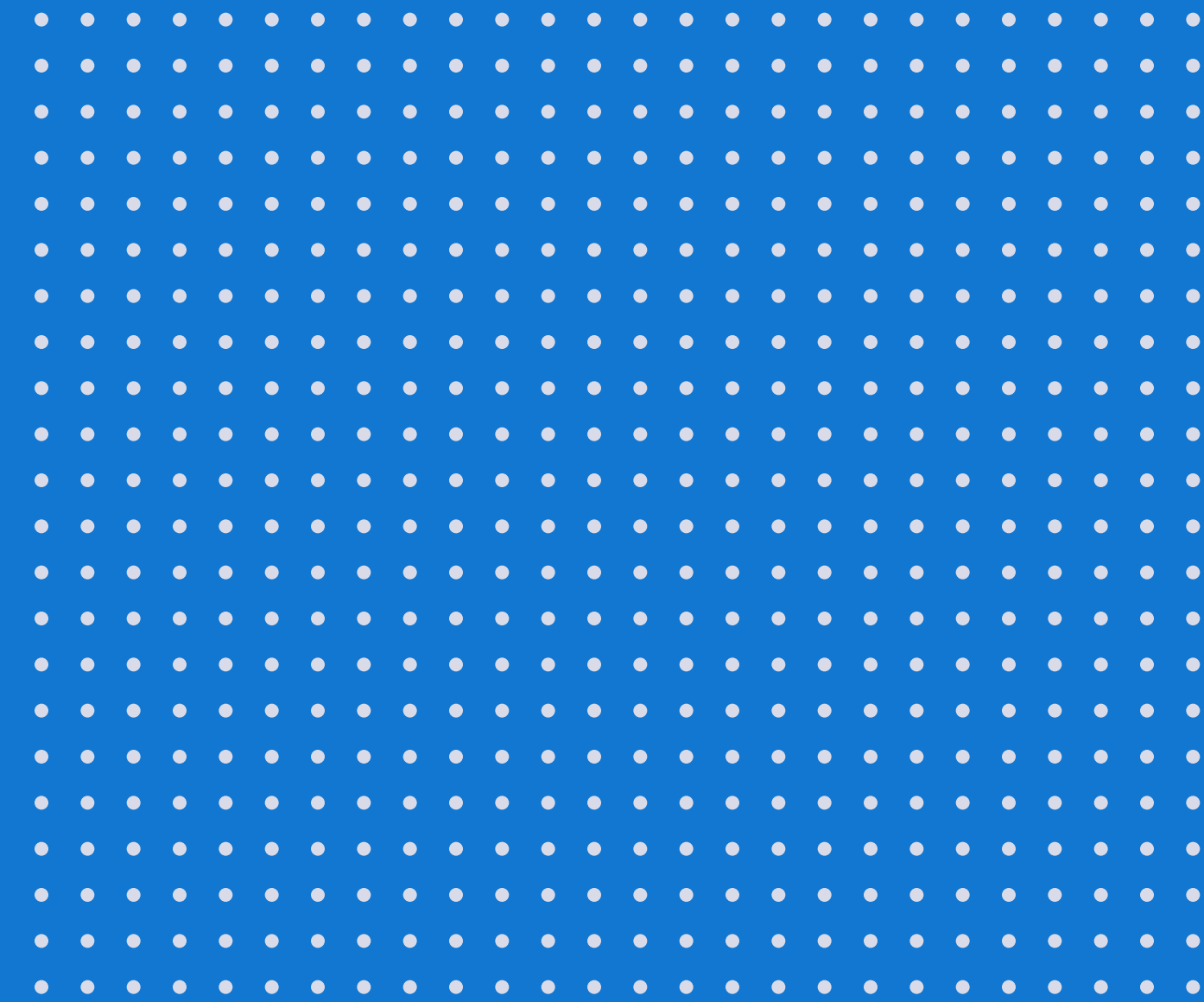
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Getting Started

How To Use

There isn't a single right way to use this kit, other than using it (the only way to get better is to practice). Where to begin really depends on what you're working on.

To start, try each template, just take a swing at using each one with something you're currently working on.



01 Start with a Challenge

If you bought this kit, chances are, you have a challenge you're trying to overcome or an idea you're trying to put into the world. If you haven't already done so, try to articulate that as simply as possible. You'll need this challenge as you go through the worksheets.

02 Choose a Worksheet

There's a Template Overview page included in the Intro section that covers every template. And each template has an overview sheet that covers the basics of the template, a section on how to use it, and, where possible, some thought starters.

03 Combine & Remix

Look for ways to combine them! If you're struggling defining a tight problem statement in the What vs. How template, use the Abstraction Ladder. Use the Task Analysis template to really dig deep into what people are doing.

04 Partner Up

Thinking can be a team sport! You don't have to do these alone, every single one of these can be done as a group (obviously). Grab a trusted friend or colleague and spend 30 minutes discussing them, and see if it sparks any ideas. Or schedule a call with someone from Tinkr Labs and we'll go through the worksheet with you!

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Status Quo Bias

People typically don't change their behaviors or preferred tools unless they really, really have to. Explore which obstacles to overcome.

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Abstraction

Asking Why enough times will help ensure that you're solving the right problem. Asking how will help you explore the right solution.

19

What, So What, Now What

It's easy to consider what happens. But it's harder to dig into what it means and the resulting behavior / actions.

07

2nd Order Effects

It's easy to think about the direct results of any action, but what happens as a result of those results?

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What vs. How

Every problem can have more than one solution, the first step is to identify the problem, the ideate on solutions.

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Hypothesis

Overcome the human tendency to believe what we think is true, and leverage the proven scientific method to validate assumption.

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Inversion

This is about considering the desired and the undesirable future, the opposite of what you want to happen.

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Decision

The first idea on solution is rarely the best one. Being divergent and exploring multiple options results in a better outcome.

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Vision & Mission

Drive alignment and gain consensus by making the work clear to everyone involved, from the vision all the way to success measures.

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Overview

Status Quo Bias

Status Quo Bias means that most people resist change and prefer to keep things the same. It is a cognitive bias that explains our preference for the way things are.

Think about that: people resist change.

The reason that people resist change is because they are loss averse, and they fear that change means things will be worse than what they currently have.

In a paper by Amos Tversky & Daniel Kahneman, the authors show that people view losses as being twice as psychologically harmful as gains are beneficial.

If you are trying to get someone to buy something, adopt a new process or tool, or change their behavior, understanding the power of the Status Quo Bias is incredibly important.

This is first in the pack of sheets because this should be something to consider from the beginning and revisited throughout the work.



How To Use

Write down your proposed change – product, process, service, whatever, and then list all the things that that would prevent someone from adopting it. Once you have that list developed, take each one and produce ways to address each barrier.

Thought Starters

They aren't aware of it.

How does someone learn about your thing?

They already have an existing tool.

They already have something that addresses their need, why should they change? What is the cost (mental and financial)?

They can't see how it fits into their life.

They don't see how their life would be different.

They have a lot of existing content.

What is the investment in switching to move content, can you make it easy to migrate?

Understanding Muscle Memory

If you move someone's trash can from the left side or their desk to the right side of their desk, it takes the average person about 21 days to stop throwing to the left. That's moving a simple trash can.

The Trash Can story refers to what is known as muscle memory, or procedural memory. When we learn to do something, we go into a form auto-pilot for

task. If you get someone to agree to change, there is still work to do to get people to change their developed habit.

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Worksheet

Status Quo Bias

It's easy to believe that people will magically change their behavior and start doing something new. The reality is that people rarely change their behaviors (this is known as the Status Quo bias). The goal of this exercise is to consider why people might not adopt your product or service, and what you can do to improve your chances for success.

Proposed Change/Product/Service

Briefly describe the idea, product, or service you're considering. Who is it for?

Things that would prevent adoption

Try to come up with the top three blockers, issues, or challenges that might prevent adoption?

Overcoming adoption barriers

For each blocker or issue you created, what could you do to overcome that barrier?