**Innovation Sprint (Facilitator Handout)**

Over the next 90 minutes, you will help guide your team to develop an innovation that addresses a real opportunity/challenge that any HFA could be facing. The goal is to map out a solution that can be used as a blueprint for further refinement and implementation following the retreat.

Your main role is to capture all the ideas that are discussed and complete the final template so it can be presented for 5 minutes at the conclusion of the session.

We are counting on you to help the group along if it gets stuck in terms of content or timing. Each Step has a target time that it should take. Please closely monitor the time. Part of the exercise here is to generate good content, but it is also to get through the whole rapid prototyping process. Feel free to offer suggestions or prompts if your group gets bogged down. The general mantra here is “the perfect is the enemy of the good enough.”

**STEP 1 (max: 10 minutes): Problem/Opportunity Identification**

* Take 2 minutes individually to write down as many problems/opportunities as possible
	+ Where is there currently pain?
	+ What opportunity is not being pursued?
	+ Is there a customer not being served or being underserved?
	+ Is there a core competency that could be applied elsewhere?
	+ Is there a major roadblock to growth, success, or operations?
* Discuss problems/opportunities and pick one by majority vote to address

PROMPTS FOR FACILITATOR:

* What Horizon is this problem/solution (1, 2, or 3?)
* Would this be applicable to most HFAs?

Capture all the ideas here:

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**STEP 2 (max: 20 minutes): Ideation and Hypothesis Generation**

* Take 2 minutes individually to write down as many ideas as possible that could address the problem/opportunity
	+ What limitations if removed could be a gamechanger?
	+ How can you eliminate or overcome those limitations?
	+ What could technology or data enable?
	+ What expertise or knowledge or skill could bring a different perspective?
	+ If you knew nothing about affordable housing finance and were just applying common sense, how would you go about it?
	+ Is this something that should be approached as a problem solver (build it yourself), motivator (get someone else to solve it), enabler (provide resources to solve it), convener (bring people together), or integrator (hybrid)?
* Discuss ideas and pick on by majority vote to pursue

PROMPTS FOR FACILITATOR:

* Is this something that you need to build from scratch or can it be bought, modified, or partnered?
* What are the major assumptions you are making?
* What can we test and get feedback on in a relatively short time period?
* What might the key metrics be?

Capture all the ideas here:

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**STEP 3 (max 40 minutes): Prototype Design**

* The purpose of the prototype is to test the major hypotheses that will make the innovation viable, or not.
* The prototype must be low-cost, fast to build and implement, and be measurable.

Fill in this template below as people are speaking:

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| --- | --- |
| **Idea** |  |
| **Hypotheses to be tested** |  |
| **What are you building** |  |
| **Staff needed to operate (who, internal/external)** |  |
| **Technology needed** |  |
| **Systems needed** |  |
| **Who are your customers/users** |  |
| **How do you obtain them** |  |
| **Are there external partners whose permission/collaboration you require (e.g., permission or waivers)** |  |
| **What are the key milestones to get to feedback on the hypotheses within 180 days?** |  |

**STEP 4 (max 20 minutes): Resource Allocation and Metrics**

* How much money is needed to implement the prototype?

Fill in this template below as people are speaking:

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| --- | --- |
| **Staff** |  |
| **Consultants** |  |
| **Technology** |  |
| **Legal** |  |
| **Marketing** |  |
| **Other** |  |

* What are the metrics that can be collected, how will they be collected, and who will collect them?
* What might the prototype look like at scale?

**Report Out (max 5 minutes)**

**Cut and paste from above into the following template that we will project for the entire room to see:**

|  |  |
| --- | --- |
| What is the problem/opportunity and why is it important? |  |
| What is the idea/innovation? |  |
| Rapid Protype Design (how does it work) |  |
| Resources (staff and budget) |  |
| Metrics (what will we know after 180 days) |  |