

QUICKFIRE @ NET IMPACT



THE QUICKFIRE PROCESS

"Quickfire", noun [kwik-fahyuhr]: rapid ideation to action.

A Quickfire sessions offers the sustainability expertise of your Net Impact members to a lucky client in a punchy four hour design-thinking inspired session. The session will examine and tighten an organization's strategy, identify 'quick-wins', create a process for execution and allows space to think big and create value by solving social and ecological issues.

The structure of the Quickfire allows Net Impact members to meet one-on-one with a client and co-create solutions and strategies. It's a 'knives down' approach that uses visual tools to tackle specific problems and produces concrete solutions.

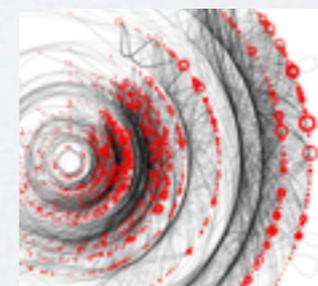
PREP: Establish client, problem statement, team and do background research.

HOUR 1: Appreciate and discover

HOUR 2: Brainstorm

HOUR 3: Synthesize

HOUR 4: Mapping the future



PREP

It's all about getting on the same page...

- Find a great client! (see the appendix for email templates etc.)
- Meet (or talk) with them to establish the problem statement for the engagement. For example:
 - How can we clarify our message and radically expand our user base?
 - How can we find suppliers and partners that will further our mission?
 - How can we scale operations to manage growth?
 - What are some sustainability 'quick-wins' that further allow me to show the value of being 'green'?
 - How can I make sure that I'm spending my time on the most high-value activities?
- Establish a date, time and location for the session.
- Post an invitation to your Net Impact chapter with the necessary who, what and where... and why!
- Ask the client to write an email that includes pertinent background of the org., links and insight on their industry and send to attendees. Ask them to do an hour or two of background research.
- Two days before write an email to all of the confirmed attendees with full details about where to meet and what to expect.



HOURS 1-4

Sample Agenda

HOUR 1 1:00	Introductions: <i>Net Impact members-</i> who are you; why are you there; what interests and specialities do you bring to the table? <i>Client-</i> Who are you; what drives you; what is the mission of your organization? <i>Clarify goals and focal issue for the session</i>
1:20	Appreciate: Review of accomplishments: what are you most proud of? What was breakthrough about it? What were your unique capabilities that helped you do this? (Capture metrics of success and evaluation) <i>Exercise:</i> Imagine a headline from 2020 (see appendix)
1:45	Discover: How does the organization evaluate success? What systems are being used? What are the beliefs and values of the organization that drive these decisions? What is the feedback loop for insight on past projects? What are the pain points of their system or business, relevant the problem statement?
HOUR 2 2:00	Brainstorm: Stoke activity Comparable solutions/ industries What do you need to make better decisions? What information is missing? What is the most important? How will other stakeholders play a role? How can you use your organization's unique capabilities? Narrow: Cluster ideas and give them titles
HOUR 3 3:00	Synthesize: Report back and map clusters
HOUR 4 4:00	Mapping the Future: Game-time call: backcasting, 2x2, buckets, hierarchy, timeline, stakeholder map
5:00	Knives Down! Writing stops. One or two members take photos and the content to edit and send to the client within 24 hours.

Client is present

QUICKFIRE EXERCISES

Exercise(s) make you stronger...

APPRECIATION

This really helps set a positive mood. Trust us... very important!

What are you **most** proud of?

What was **breakthrough** about it?

What are your organization's **unique capabilities?** How did they help you accomplish your goals?

(Capture metrics of success and evaluation)



HEADLINES FROM THE FUTURE

It's February 2020.

What are the headlines in the papers saying about the work of your organization?

What impact have you had?

What are you known for?

Some real examples:

We've never seen eight people happier to be out of a job

Company X restores ecosystem services to pre-industrial levels

2020 is the year of transparency thanks to X

The new normal: we know what we are putting into our bodies

Toxicity levels down to their lowest in decades due to strong market changes in chemical production



BREAK!

(dance: add some FUN!) Getting moving is really helpful - ask Tony Robbins!



THE CHAIN WAVE

This is the same as the arm wave except you lock hands with your friends.

The first person starts the wave in his hand and watches it pass up his arm, across his shoulder, down his arm on to the next person. That person

then takes the wave and passes it to his friend, etc.



LOCKING

This is a very free-form style of break dance where you combine the styling of a clown and a mime. Locking features the twisting of the wrists, animated laughter with big open facial expressions. Rosie is seen here in one form of locking as the points and laugh.



DONKEY

This break dance move is named after kicking behind him.

- 1) You jump off the floor, in a jack-knife position.
- 2) Landing with your hands on the floor, feet in the air.



ROBOT

This is a break dance favorite that everybody can easily learn. Simply move your head, limbs and body in the jerky, staccato way a robot would. Everything remains rigid as you bend and move only from your swivel points.



WINDMILL

This move is a continuous roll on your shoulders and upper back. It's one of breakin's toughest moves. You'll need the power of your legs to help spin you around.

Break Dance Language & Moves

BATTLE

Think you can dance better than the others? Then challenge them to a **battle**, or competition.

BITE

That's swiping another dancer's moves. No fair!

BURNED

You've won the battle! You've burned, or beaten, the other dancers.

CREW

A team or group of street dancers.

GOING DOWN

Having a battle with another dancer or crew.

HEAD SPIN

Start with a headstand, legs split apart. Then fling your legs in a circular flow and, spin! It's like a ballet dancer's pirouette, but upside down. Now that's using your head!

HESITATION

This is a stop, or a freeze, while you're floor rocking.

JUICE

That's what you've got when you're a VIP -- and that's clout, the privileges, the status.

KNEE SPIN

Balance all your weight on one knee that's touching the floor. Extend your other leg behind you -- so that both feet are off the ground. Now start your spin by pushing off with your hands.

You can speed even faster if you pull your back leg into your body.

MOVE

The grand finale, the climax, the flash finish -- the one spin or glide or movement that ends your dance sequence to leave them dazzled.

PERFECTIONS

Save these for last! They're your best moves, your slickest steps.

SUICIDE

Stand up erect, then do a forward flip so you land flat on your back! Be careful with this one, but if you do it right, it'll knock 'em dead!

TAGS

Nick names. When a breaker has a special name he says to the world, "I'm a dancer!"

TURTLE

With your hands under your shoulders, get down and balance all your weight on your hands on the floor. Keep your legs raised straight behind you. Now, while you're in this position, transfer your weight from one hand to the other so that you move around the floor in a circle. Now you're a turtle -- so come out of your shell!

WACK or WACKED

That's you if you don't do your moves correctly.



What Break Dancin's All About

It's exciting, vibrant, and colorful. It's called break dancing, and it's fast becoming an American phenomenon!

Apparently it first surfaced on the South Bronx back in the 70's. Performers danced on flattened cardboard boxes which they spread on the sidewalk, turning the pavement into a stage. They mixed acrobatics with martial arts moves and disco dancing, and each performer worked up his own specialty. Music came out of portable stereos called "ghetto blasters". The result: a hot, macho brand of street dance that became break dancing.

The movie "Flashdance" took it out of the ghetto and brought it to the public at large. Daily exposure on cable TV fired it firmly into the mainstream and on to commercial success. Now everyone's into "breakin'".

New York's *Roxy* is the break dancer's mecca. Once a popular roller skating rink, currently a club where "breakers" come to see and be seen, practice and learn -- all under the eye of "Rosie Rose". A former jazz dancer, *Rosie* is now a break dance choreographer, director, teacher, and promoter. As *Roxy* house choreographer, *Rosie* works with fifty dancers. Probably no one knows the landscape of break dancing better, and she comments: "It's a whole new realm of movement that's only just beginning to be explored".

Because break dancing is so layered with meaning, it is often a vehicle for the dancer's unique personal vision. Certainly its origins were reflective of the ghetto experience and in some ways altered it: Breaking ultimately replaced fighting, with the old-fashioned violent rumble giving way to dance competition. Now it is a personal way to get in shape & express one's self.

Break dancing is a demanding activity. If you have any physical difficulties, particularly with your back, ankles or knees, consult your physician before attempting these dances. Be sure to supervise children learning or practicing these dances.

Choreography, Instructional Text & Narration: Rosanne Hoare
Photography: Greg Cannon
Art Direction & Design: David Lantieri

All Music: Written, Produced and Performed by David Merrill and Steve Brown

All Music: Published by JAMB Prods./Casio Music Pub. (ASCAP)
Additional Text: Peter Haas & Jeffrey Garney
Coordinators: Elizabeth Becker and John Gallagher
Produced by: "Bugs" Bower for JAMB Productions

CURRENT STATE

Baseline!

From June to September we moved in the Yellow and Pink Zones

% off 0%	Reported Earnings	EPS Comparison	% P/E Compression									
			7.25%	8.00%	9%	10%	11%	12%	13%	14%		
96/30/2007	88.50	8.2%	1098.47	1225.23	1352.00	1478.77	1605.53	1732.30	1859.07	1985.84	2112.60	2239.37
96/30/2007	78.00	7.4%	957.89	1084.65	1211.41	1338.17	1464.93	1591.69	1718.45	1845.21	1971.97	2098.73
96/30/2007	68.50	22.1%	817.31	944.07	1070.83	1197.59	1324.35	1451.11	1577.87	1704.63	1831.39	1958.15
96/30/2008	60.20	28.0%	727.81	854.57	981.33	1108.09	1234.85	1361.61	1488.37	1615.13	1741.89	1868.65
96/30/2008	57.70	32.0%	710.61	837.37	964.13	1090.89	1217.65	1344.41	1471.17	1597.93	1724.69	1851.45
96/30/2008	55.17	35.0%	703.40	830.16	956.92	1083.68	1210.44	1337.20	1463.96	1590.72	1717.48	1844.24
96/30/2008	54.83	35.4%	696.20	822.96	949.71	1076.47	1203.23	1329.99	1456.75	1583.51	1710.27	1837.03
96/30/2008	52.70	37.0%	689.00	815.76	942.51	1069.27	1196.03	1322.79	1449.55	1576.31	1703.07	1829.83
96/30/2008	51.00	38.0%	681.80	808.56	935.31	1062.07	1188.83	1315.59	1442.35	1569.11	1695.87	1822.63
96/30/2008	48.90	42.2%	674.60	801.36	927.81	1054.87	1181.63	1308.39	1435.15	1561.91	1688.67	1815.43
96/30/2008	48.52	43.0%	667.40	794.16	920.61	1047.67	1174.43	1301.19	1427.95	1554.71	1681.47	1808.23

The last five weeks we wallowed around in the Red Zone...now headed for Brown

What are you currently doing?

How do you evaluate success? What systems are being used? What are the feedback loops?



Why are you doing it?

What are the beliefs and values of the organization that drive these decisions?



What's not working?

What are the pain points of this system?

BRAINSTORM: RULES

The Rules

- 1. Defer Judgment.** Don't block someone else's idea if you don't like it...put it on the whiteboard and maybe you'll be able to build on it later.
- 2. Go for volume.** Getting to 100 ideas is better than 10, no matter what you initially think about the "quality". Try setting a goal for the number of ideas you'll get to in a certain amount of time to provide some stoke.
- 3. One conversation at a time.** When different conversations are going on within a team, no one can focus.
- 4. Be visual.** Sketch your ideas out for your teammate. It will communicate them more clearly than words alone, plus you might inspire some crazy new ideas.
- 5. Headline your idea.** Make it quick and sharp, then move on to the next one.
- 6. Build on the Ideas of others.** This leverages the perspectives of diverse teams and can be especially useful when you feel like you're stuck.
- 7. Stay on topic.** Your idea for an edible cell phone is awesome, but not during a brainstorm on making opera more exciting for children.
- 8. Encourage wild ideas.** The crazier the better...you never know where your team might be able to take it. (See #1 and #6).

BRAINSTORMING: PROCESS

Stoke

Category, category, oops!

Food for thought

Comparable solutions/ industries

Fodder

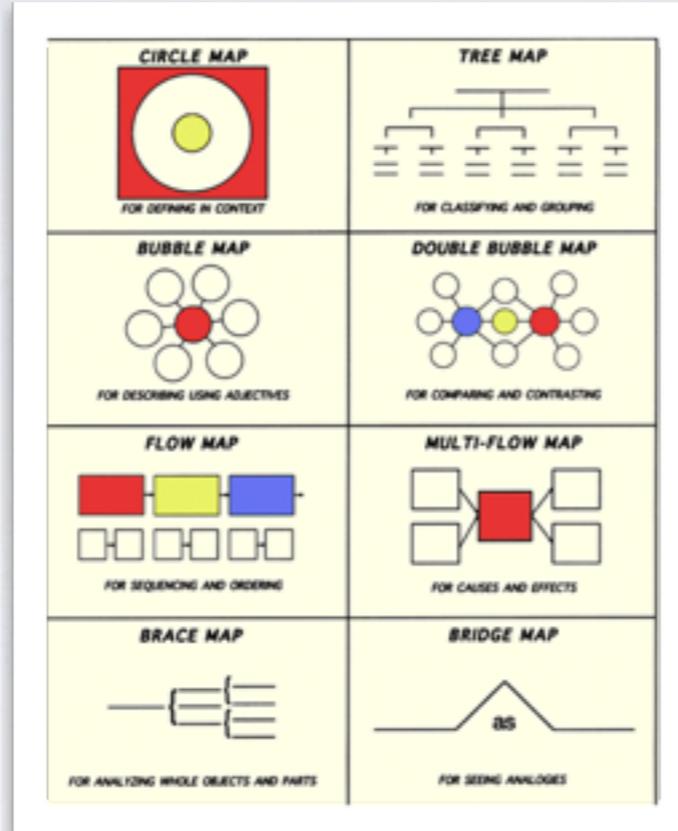
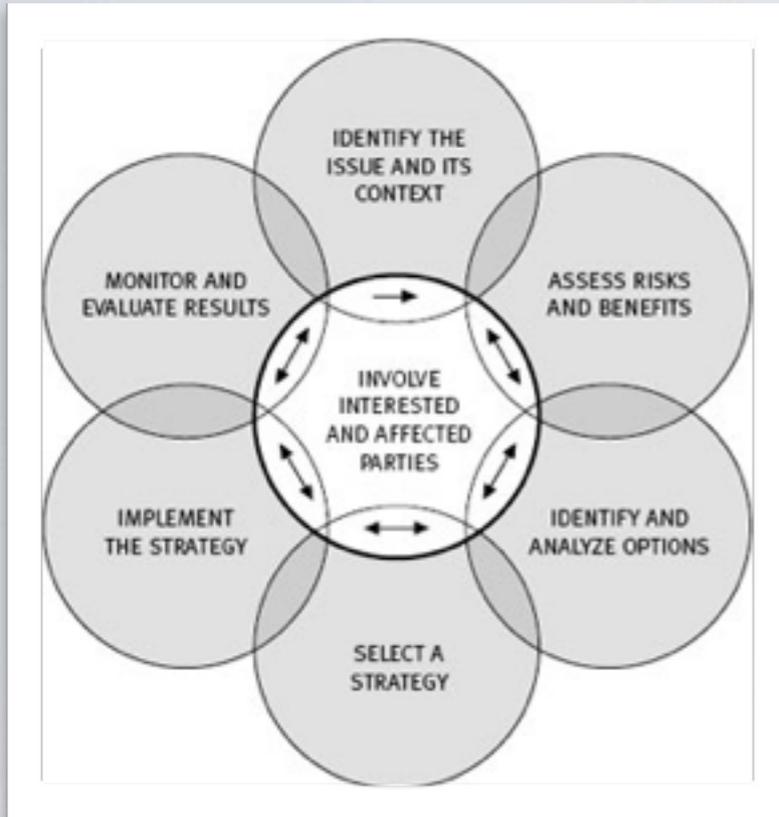
- What do you need to make better decisions?
- What information is missing? What is the most important?
- What other systems are out there?
- How will other stakeholders play a role?
- What is the feedback loop for insight on past projects?
- How can you use your organization's unique capabilities?

Narrow

Cluster and title your ideas

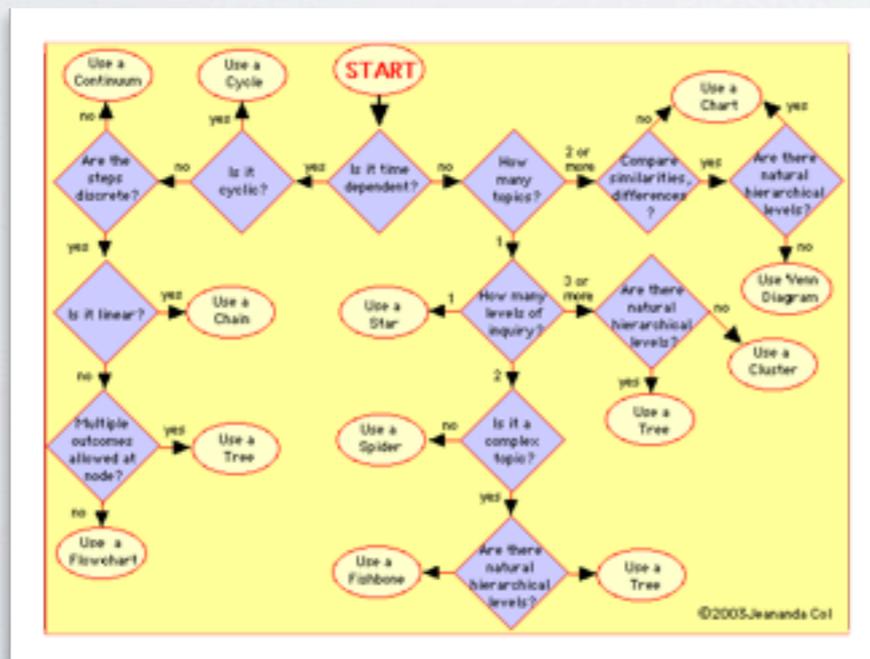
SYNTHESIZE + IMPLEMENT

Report back and map clusters

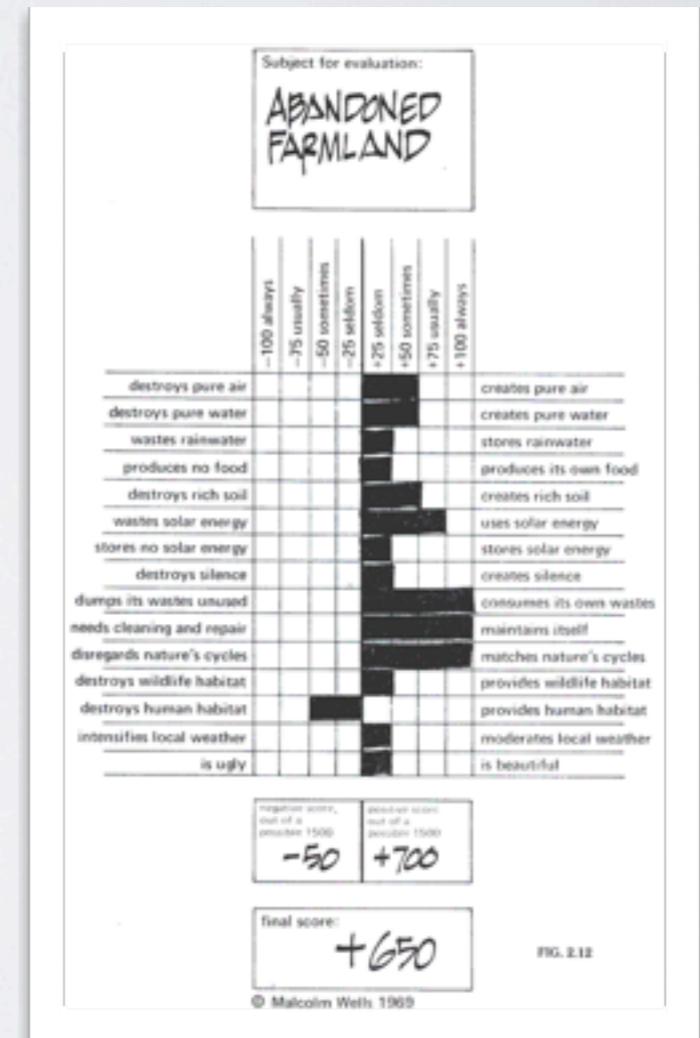
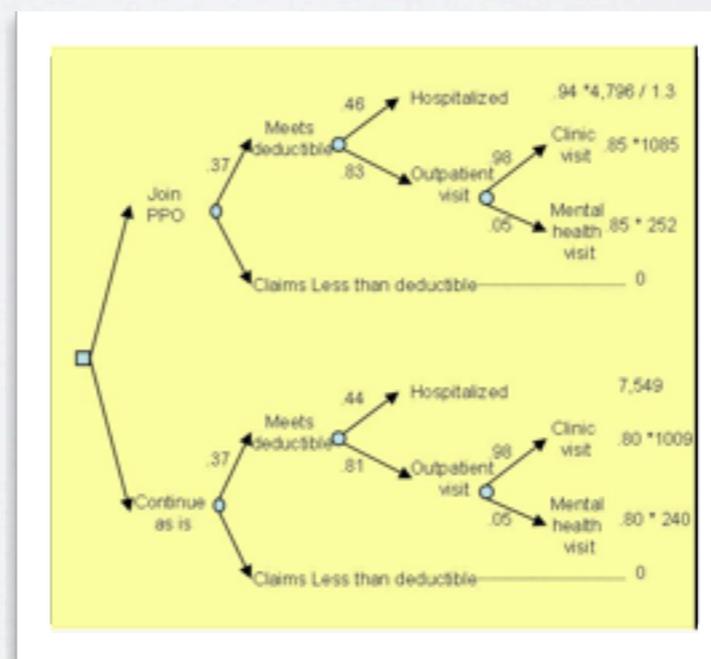


Malcolm Wells Framework

Flow Chart



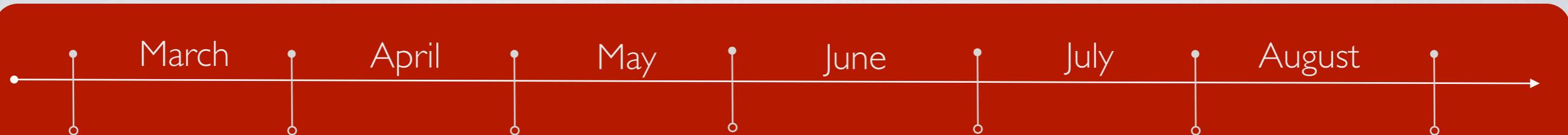
Decision Tree



TIMELINE

Every meeting should end with a timeline....

Based on reported **goals, values** and **pain points**:



Prototype:

- Use inspiration from the brainstorming exercise to distill specific design requirements.
- Choose one or more prototypes: decision tree, flow chart, Malcolm Wells Framework, etc.
- Communicate with partners to: clearly state values and goals, get feedback, gather insights to see if this is already available, see how this can 'play nice' with other systems.

Engineer and test:

- If no currently available system exists that allows the team to operate, scale and defend decisions as desired, then build.
- Use simple UX and sample data to test and refine.
- Test using the design requirements/pain points: does the system allow for subjective decisions when necessary? Can you catalog that thought process? Etc.

Share and scale:

- Refine read/write privileges and share the tool with employees, partners, vendors.
- Communicate publicly about the tool, the team and its values.

Example Framework

	Toxicology	Availability	Proximity to people	Cost	Performance	etc	Score
Product A							
Product B							

Data * coefficients of importance

VISUAL AND DESIGN TOOLS

Here are some great resources... click away!

This is an amazing catalog of visual thinking tools

A PERIODIC TABLE OF VISUALIZATION METHODS

Note: Depending on your location and connection speed it can take some time to load a pop-up picture.

© Rachel Langer & Martin J. Taylor. www.visual-literacy.org version 1.5

Cy Process Visualization

Hy Structure Visualization

- Overview
- Detail
- Detail AND Overview
- Divergent thinking
- Convergent thinking

http://www.visual-literacy.org/periodic_table/periodic_table.html

Great presentation and paper tips!

10 TIPS TO MAKE YOUR PAPERS AND PRESENTATIONS ROCK!

Amanda Joy Ravenhill Presidio Graduate School

<http://www.slideshare.net/aravenhill/10-tips-to-make-your-presentations-and-papers-rock>

Design Thinking 101



<http://dschool.stanford.edu/wp-content/uploads/2011/03/BootcampBootleg2010v2SLIM.pdf>

APPENDIX

QUICKFIRE OUTREACH:

Sample Email to Non-Profits

Dear Non-profit,

Our Net Impact chapter is interested in partnering with your organization to offer you the time and talent of (future) business leaders to assist your organization with a particular challenge or goal you are currently facing. During this half-day intensive you would have a dedicated group of sustainable business students/professionals taking a deep dive into a specific issue. Through both our business and sustainability lenses, we will be able to offer you future-thinking steps to make your project successful.

Net Impact members have skills in:

- Systems thinking
- Integrated bottom line management
- Stakeholder management
- Sustainable marketing
- Strategy development

We ask that at least one member of your team join us for four hours. At that time 5-10 Net Impact members will pick your brain so that we can be best equipped to tackle the problem you would like us to address. After that hour we will continue work to brainstorm, synthesize and map a strategy and implementation plan that we will send you at the end of the session.

If you are interested in taking advantage of this opportunity please contact the chapter liason. We look forward to hearing from you.

All the Best,

The Net Impact Team

QUICKFIRE OUTREACH:

Sample Email to Net Impact Volunteers

Practice your Sust'y Biz Consulting Skills with Net Impact

On March 28th Net Impact will be partnering with [XS Project](#) for the day. XS Project creates responsible design solutions for the planet by working with Indonesian trash pickers and artisans to take waste and create attractive [goods](#).

Net Impact will assist XS Project by taking a deep dive into the companies distribution plan. XS needs help identifying distribution, corporate, and other partners in the United States and abroad to scale up their product sales. This will be an afternoon intensive where we can apply the sustainable business skills we have learned at Presidio to help XS Project increase their impact by accessing new and diverse markets. For the first half of the session we will meeting with XS, then for the following half we will create a plan that will be turned over to XS to implement. This report will be completed on Monday and will not require any further work in the future.

For more information check out a CNN report on [XS Project](#).

When: 12:30 pm- 4 pm Monday, March 28th

Where: TBD

There are 10 spots; if you are interested please respond directly.

All the Best,

The Net Impact Team

QUICKFIRE REPORT EXAMPLE:

Presidio + XS Project

Quickfire consult
3/28/11



XS Project
Janine Firpo

Presidio PACE participants

Amanda Ravenhill
Chelsea Souter
Cyndie Hoffman
John Lehnert
Kate Drane
Marasie Schumacher
Michael Schimaneck
Robert Coucoules
Ryan Kushner

Sample Table of Contents

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SWOT Analysis
Publicity
Target Market
Marketing Mix
Fundraising Strategy
Resources for Non-Profits
Website Update
Social Media
Meeting Capture

Appendix 1: Sample Fundraising Plan
Appendix 2: Grants – Fitting It All Together

QUICKFIRE BY DESIGN

Our Story

Quickfire by Design was born in 2009 while the founders were pursuing their MBAs in Sustainable Business from the Presidio Graduate School. What started off as a school club has become a passion for helping non-profits, social entrepreneurs and start-ups chart a clearer path to a better future.

Select Past Clients Include

Google - we designed a highly productive conversation with Google's Healthy Materials Team in the Real Estate and Workplace Services division around acknowledging past success, surfacing pain points, designing a system for better internal controls, and catalyzing industry change.

Business Council on Climate Change - Designed and facilitated an unconference that brought together sustainability leaders from the largest companies in San Francisco to define areas of focus for reaching the city of San Francisco's Climate Strategy Goals while meeting business needs. Participants included: Facebook, Autodesk, Starbucks, Genentech, BlueShield, Google, Method, Hilton and more.

The Biomimicry Institute - promotes the use of nature as an innovation and design tool, connecting scientists with manufacturers

XSProject - sustainable apparel manufacturer that uses trash from Indonesian dumps to create beautiful products

LoudSauce - socially-oriented crowd-funded media buying start-up

The Hub, SF - co-working space, specializing in socially beneficial businesses

MakeSense - French social entrepreneur network

Urban Releaf - urban forestry/environmental non-profit



QUICKFIRE BY DESIGN

Quickfire by Design's core team includes Amanda Ravenhill, who is a skilled systems thinker, solving myriad of problems at once and creating paradigm shifts, Ryan Kushner, who is a design thinker, strategist and filmmaker with a passion for solving problems and designing solutions for a regenerative economy and Chelsea Souter, who is devoted to implementing business strategies that increase competitive advantage while creating positive societal benefits.

Specialties

Design Strategy, Sustainability, Graphic Recording, Biomimicry, Design Thinking, Emerging Markets, Scenario Planning, Systems Perspective, Development, Storytelling



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