WORKSHOP 1

TOOL	YIELD
Grandmother, tiger, ninja	Warm-up of participants
Make the tree grow	Brainstorm on the participants' view of the problem
Problem focus 1	First draft of problem formulation
5 x why	Quick suggestions on problem causes
Reframing the problem	Can the problem be interpreted in another way?
SOFT model	Overview of the system in question
SOFT causes	What causes the problem in the SOFT elements?
Problem focus 2	Selecting which problem to focus on

WORKSHOP 2

TOOL	YIELD
Brainstorming solution ideas	Fast generation of ideas
Negative brainstorm	Can generate more dieas
Round of ideas	More ideas through participant cooperation
SOFT brainstorm	Systematic idea development in SOFT elements
Voting	Participants choose ideas to develop further
Solution concepts	Sketching 3-4 solution concepts
Voting	Participants choose 2 ideas to develop further

WORKSHOP 3

TOOL	YIELD
Scenario-based simulation	Pros and cons of each concept
Determine criteria	Overview of the most important solution criteria
Cobweb diagram	Which concept best fulfills the criteria
Storyboards	Illustration of how the chosen solution functions
Simulation onsite	(Parts of) the solution is tested onsite
IGLO model	What is needed by whom to realize the solution
Business model	How can the solution be sold in the organization