



SOURCING NEW IDEAS THROUGH EXPERIMENTATION

A STARTER KIT

Produced by

[cP] context partners

With support from

the David
Lucile & Packard
FOUNDATION

INTRODUCTION

At the Packard Foundation, as at many foundations, it's easy to get stuck in the same conversations. We find ourselves listening to perspectives from well-known and trusted sources that often reinforce our own worldviews and strategies. We know that connecting with innovative possibilities is critical to making progress on the tough issues. Yet, time and resources are limited and delivering high quality work—and results—through existing pathways is hard enough.

How do we create the space for venturing into unfamiliar territory? How do we get out of comfortable idea loops and challenge the status quo? How can we best tap into fresh ideas and thinking? And, in doing so, how can we cultivate a culture of experimentation? In 2013, the Packard Foundation began taking an intentional look at these questions, through a partnership between Programs, Communications and Evaluation & Learning teams.

Context Partners has been our partner in this learning journey, helping us design, implement, and learn from a portfolio of experiments in sourcing new ideas—from a Twitter chat about how businesses can help kids access more nutritious food, to a day-and-a-half-long “Squawkathon” that brought together marine bird experts, tech geeks, and designers to imagine new solutions to mitigating seabird bycatch.

This Starter Kit surfaces highlights from our learning journey. It outlines steps you can take to identify and vet new ideas, and it details our experiences and lessons learned along the way. We hope our reality-tested process will provide inspiration and fuel to other funders asking and acting on similar questions.

DIANA SCEARCE

Evaluation and Learning Director

The David and Lucile Packard Foundation

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**I CAN'T UNDERSTAND
WHY PEOPLE
ARE FRIGHTENED OF
NEW IDEAS.
I'M FRIGHTENED OF
THE OLD ONES.**

– John Cage
Experimental composer

BRAVE NEW IDEAS

Ideas rarely leap out of thin air. More often, they come through a process of discovery, design, iteration, failure, and learning.

Innovative problem solving requires patience, hard work, and an understanding of the value of risk-taking. To do this, we followed a simple process of identifying a problem, designing a way to tap into the wisdom of a network, and then actively learning from the outcomes.

That said, “new” is relative. One person’s been-there, done-that idea or approach can be another person’s breakthrough solution. Sourcing new ideas allows people to share approaches that have worked within—as well as across—topic, issue, and program areas.

EXPERIMENTATION

When we refer to experimenting, we’re not talking about formal experiments in a lab. We’re talking about an attitude or spirit of trying something new, taking a risk (however big or small) for which you don’t know exactly what the results will be.



STEP ONE: DEFINE THE CHALLENGE

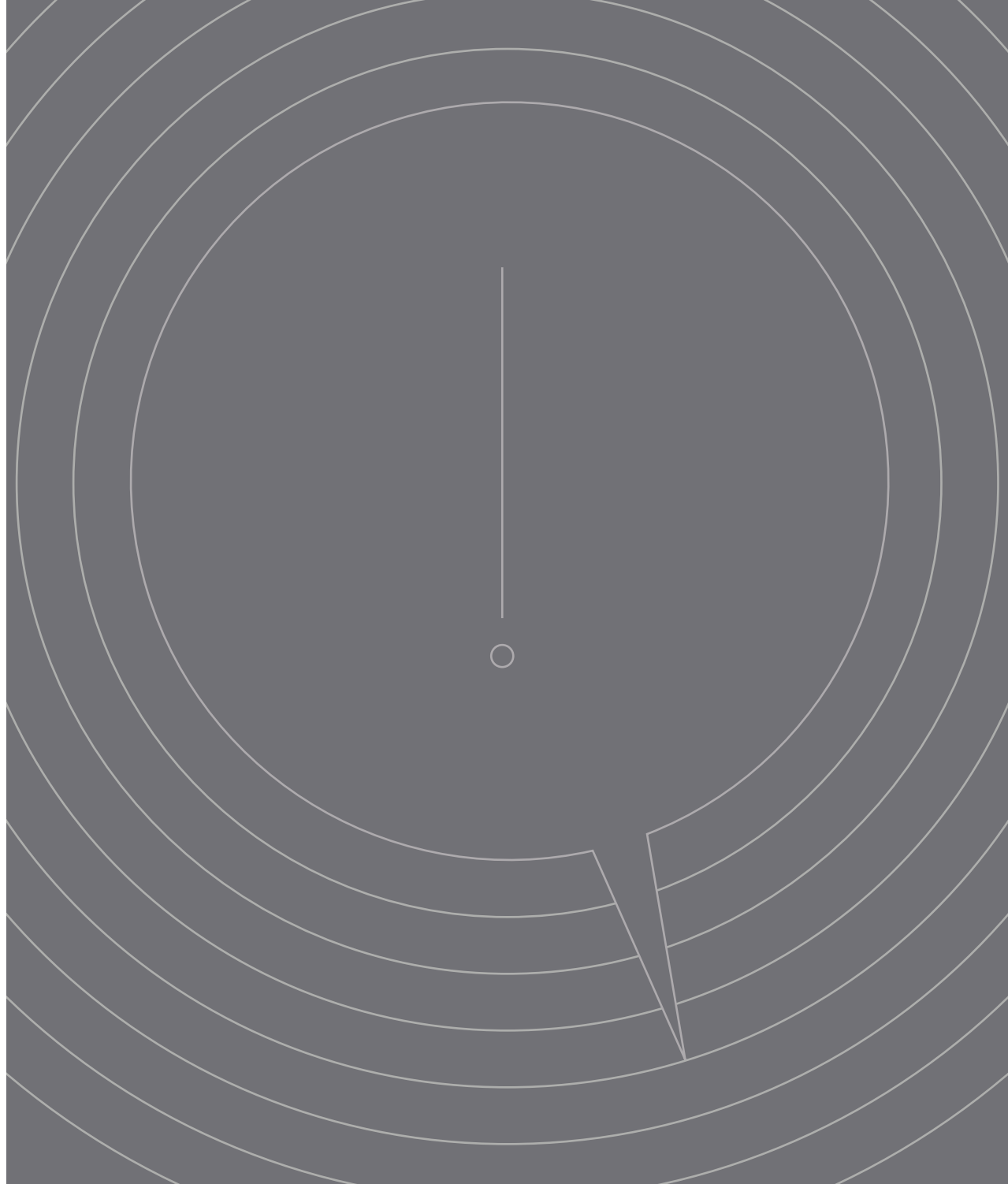
The first step is to identify and define the challenge you're looking to solve. This can be a barrier to your work, a clearer understanding of solutions that already exist, a technology fix, or an issue brought up by your partners or grantees.

Once you've identified a challenge, write out questions that are embedded within it. Invite colleagues and peers to contribute questions, as well. For now, don't judge, eliminate, or organize—just focus on identifying core questions.

After you have identified the major ones, dig into understanding the range of questions:

- **What themes do you see?**
- **What potential audiences could contribute?**
- **How can the issue be broken down and made more specific?**

Use these questions—and answers—to refine your challenge. Your final challenge statement should be specific (the more specific the better), concrete, and easily understandable by experts and novices alike.





DEFINE THE CHALLENGE

The David and Lucile Packard Foundation's Marine Birds team is trying to reverse the decline of several species of seabirds. The team was specifically focused on marine bird bycatch, the unintentional capture and killing of seabirds through longline fishing. They were curious:

- How can we ensure uptake of bycatch mitigation methods?
- What role can improved technology play?
- How can we promote compliance with best practices?
- Who has the right expertise to contribute?

Answering these and related questions would have significant potential for impact. The questions also helped identify a clear and discrete problem statement: How might we better identify and track global seabird bycatch?

Because of the potential for impact, the focused core questions, and the clear problem statement, we decided that this challenge was ripe for new ideas.

Photograph by John Krzesinski

STEP TWO: DESIGN

Once you've identified a challenge to address, there are two parts to the design process: the plan and the tools.

PLAN

The plan is like a blueprint that provides the framework and detailed instructions for bringing your idea to reality. There are three key considerations for developing your plan: product, process, and people.

Product is about goals and end results. Process is the approach to sourcing new ideas. People are individuals or communities whose skills and experiences can bring new thinking to the issue. Here are some questions to help refine your plan:

What end results or products would be most helpful in moving you forward?

- What type of ideas would be most helpful to source?
- What kind of connections would you like to develop?

What are your process preferences and constraints?

- What is your budget?
- How much time can you commit (or can you outsource)?
- When do you need results/outcomes?

What community—or which people—would be able to give you the best answers?

- Internal, external?
- Individuals, groups?
- Experts, novices?
- Local, national, international?
- Practitioners, academics, innovators?

There are no right or wrong answers to these questions—just different responses that will yield different results. Because of that, these questions are worth revisiting as you test, iterate, and adapt based on what you're looking for and the results you get.

TOOLS

Tools are the platforms, approaches, and techniques to bring the plan to life. Existing tools may be easier and quicker to use; however building your own tool allows for custom design and utility.

There are nine existing tools on the next page that represent a range of costs and time commitments, as well as ideas and relationships sourced. The tools identified in this table are illustrative and not exhaustive—they are a starting place, not an absolute.

For more complex problems, using multiple tools in coordination (e.g., a virtual roundtable and hackathon; a charrette, a challenge, and a prize) will provide multiple opportunities to test, refine, adapt, and learn to address the multiple facets of the issue.





DESIGN

After gaining initial ideas from foundation staff for the types of approaches that could work, from online competitions to “unconferences,” we turned to the community for ideas. We learned that while attempts to track and identify marine bird bycatch via electronic monitoring existed, there were limitations, not just technologically but also in terms of understanding the data users.

We recognized an opportunity to bring together marine birds experts, technologists and design thinkers to work together on finding solutions to better identify and track marine bird bycatch.

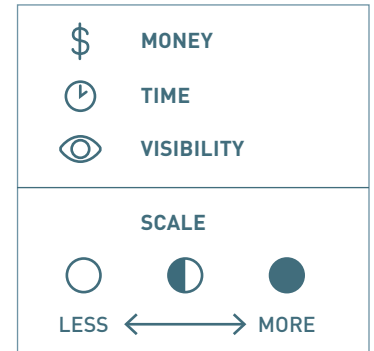
We zeroed in on the scope, timeline, and capacity for the experiment and put together a rough sketch for our convening.

Drawing inspiration from hackathons, design jams, and the growing number of organizations that have implemented these tools in sectors from web development to immigration reform, our unique bird-focused variation took on its own name and identity: Squawkathon.

STEP THREE: IMPLEMENT



Every situation has unique opportunities and challenges, so there is no one-size-fits-all way to implement. That said, below is a table of some of the increasingly common tools that you can use (or customize) to source new ideas to address your challenge.



TOOL	DESCRIPTION	\$	🕒	👁️	IDEAS	CONNECTIONS	EXAMPLE
PRIZE	Often public announcement of a significant problem that requires visionary solutions. Usually has a substantial financial prize as well as public recognition.	●	●	●	Big, bold breakthroughs	Global, diverse, and incentivized	Ansari XPRIZE for civilian space travel
HACKATHON; DESIGN JAM	In-person event that fosters intensive collaboration in a short time frame to rapid-prototype solutions with technologists, designers, and project managers.	●	●	◐	Prototypes, emerging concepts, pitches	Engaged, potential ambassadors	National Day of Civic Hacking
CHARRETTE	1–3 day sessions that provide an opportunity for participants to think big and beyond the “usual”, which may challenge the status quo.	●	●	◐	Visionary ideas, novel approaches	Deep bonds between big thinkers	Tofino Downtown Vitalization Plan
POP-UP LAB	Temporary “lab spaces” that convene people connected to a problem to identify relevant solutions. While aiming for solutions, labs also seek to create an authentic, short-term engagement with local community.	◐	●	●	Locally sourced, contextual ideas	Tangential, local, and community-based	Rockefeller Foundation Global Pop-Up Labs
TWITTER CHAT	Real-time Q & A discussion held on Twitter around a topic, identified by a hashtag.	◐	◐	●	Current trends, existing resources, high-level opinions	Dispersed, casual	Rockefeller Foundation #RF100 Access to Healthy Food Twitter Chat
CROWDSOURCE CAMPAIGN	Time-bound campaign to accomplish tasks, or to collect stories, images, questions, or resources from a dispersed crowd of people using online tools.	○	◐	●	Diverse content, multimedia submissions	Dispersed advocates, content providers	Foldit: Crowdsourcing scientific research
CHALLENGE	Open call for point solutions from innovators across the globe. Challenges usually source solutions to specific problems to create incremental progress.	◐	◐	◐	Point solutions or “fixes”	High-level, diverse, transactional	Kaggle NASA Challenge
VIRTUAL ROUNDTABLE	A public or private virtual face-to-face video conference with subject-matter experts on a set topic.	○	◐	◐/●	Expert opinions, best practices	Deepened relationships, new connections	NASA Google Hangout
PERSONAS	In-depth, research-based profiles representing selected individuals that highlight motivations, strengths, needs, interests, etc.	◐	◐	○	Personal anecdotes, localized trends, motivations	Personal, high-touch, and intimate	User personas to improve Search Engine Optimization



IMPLEMENT

A hackathon is an in-person event that fosters intensive collaboration in a short time frame to rapid-prototype solutions with technologists, designers, and project managers. Once we decided we were running a version of a hackathon, we had a number of questions to consider:

- What is the right look and feel for the Squawkathon?
- What is the right mix of participants?
- How will we incentivize participation?
- Where and when should the event take place?
- How will we orient newcomers to this issue?
- How can we keep participants organized throughout the event?
- How will we evaluate the proposed solutions?
- How will we award participants and winners?
- What is the best way to follow up after the event?

We addressed each of these questions in the design and implementation of the event. We adopted a fun identity and

design that would speak to a diverse audience eager to volunteer their time and skills. To understand how to inform people about this issue, we organized a Google Hangout to develop design principles with key marine bird experts and invited them to join us for the event in person. To facilitate participation we set up an Eventbrite page for RSVPs targeting a mix of technologists, designers, and project managers. We chose to do a 1.5-day event in Portland, OR and used a wiki to share design principles and judging criteria.

All participants were given a Squawkathon Klean Kanteen as well as a small cash prize, while members of the winning team received a larger prize amount.

After the event, we produced videos documenting the process and solutions. We also did a follow-up survey to solicit feedback on the event. Would we run the same event again? Because of the immense number of variables, none of these events are the same. Did we learn a ton to help inform future hackathons? Without a doubt.

STEP FOUR: LEARN

Once you've implemented, step back and reflect on the experience. This is a key step to allow you to identify, understand, and incorporate what you learned from your efforts as well as measure successes and learn from failures.

Ask yourself and your team:

- **What did you learn about the topic?**
- **What did you learn from the process?**
- **How did you do relative to your goals?**

Within those questions, there are vastly different ways of measuring success. Some will be based solely on the quality or uniqueness of ideas, some on the number of ideas or resources, some on the number of participants, and some on the depth of understanding. There are many free and/or simple technologies to help with data collection, whether through reports that measure engagement analytics or surveys that collect anecdotal responses.

Finally, the fact that there are many factors you can measure doesn't mean you have to measure them all. In fact, one of the benefits of experimenting with new tools is that you can move quickly, and learn fast, iterate, and improve. While measurement is important, identify your priorities and focus on assessing those few elements quickly, identifying new opportunities, and trying again.



PUT A
NERD
ON IT



LEARN

From early conversations, the primary goal was to source new ideas for identifying and tracking marine bird bycatch. As we sat down to assess what we learned from the experiment, we looked first at the topic-specific takeaways and then at what we learned through the process.

Below are the design principles that we created with marine bird experts to highlight topic-specific takeaways:

- Size matters: Consider the scale of the fisheries you are designing for—there is no one-size-fits-all monitoring system.
- It's not just about the birds: Better management of what fisheries are catching has value beyond saving marine birds. Consider implications for other types of bycatch.
- Oceans need data too: Think creatively about how to unleash existing technology to solve the limitations of monitoring seabird bycatch.
- Put yourself in their boat: What would motivate or disenfranchise fisher-folk? For example, privacy is an important concern for many.

At the conclusion of the event, the final presentations were compared against criteria that the foundation and Context Partners co-created:

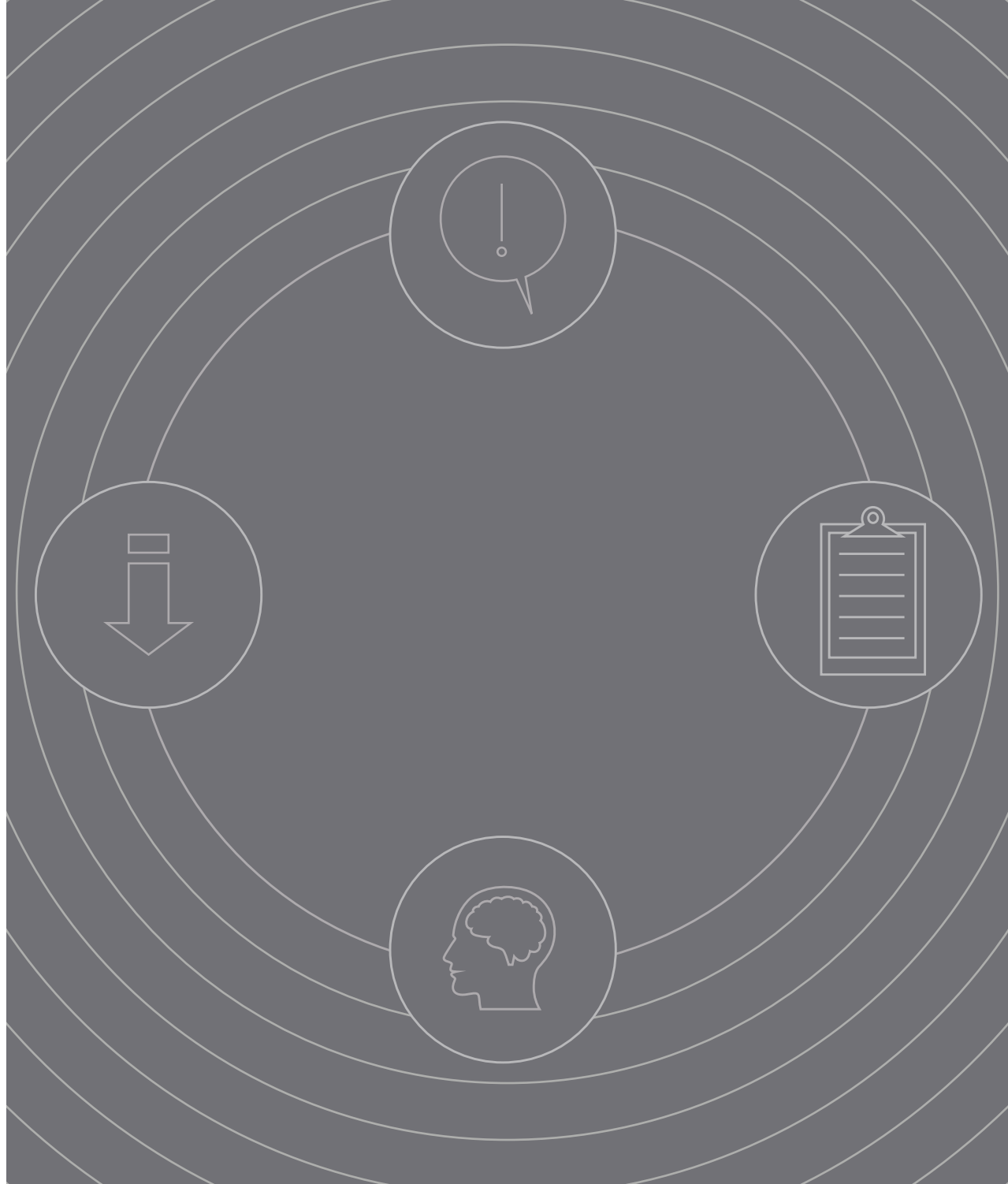
- Considered design principles: How well does the solution integrate the topic-specific design principles?
- Innovation: Is the solution a new idea or an innovative iteration on an existing idea?
- Feasibility: How easy is the solution to use? How financially feasible is it?
- Presentation: How well was the solution communicated?
- Ability to be tested: How readily testable is the solution?


While we were initially seeking a new technology solution to aid in tracking bycatch, the Squawkathon actually expanded thinking around how to use existing technology like cell phones and tablets. It also identified new approaches such as social games in order to address this issue. Don't miss a full list of Squawkathon takeaways in the case study on page 21.

CONCLUSION

We've reached the end—or hopefully, just the beginning. Experimenting with ways to source new ideas creates an environment where each conclusion—success or failure—is an opportunity to step back, learn, ask new questions, and begin again.

This approach also helps cultivate deep relationships—not just transactions—with your community. The very act of engaging the community, listening, learning, leveraging relevant ideas, and asking good questions often leads to deeper conversations and connections. In turn, these connections create more opportunities for new ideas to be sourced, tested, applied, and adapted in order to catalyze progress in our ever-changing world.





**VULNERABILITY
IS THE BIRTHPLACE
OF INNOVATION,
CREATIVITY
AND CHANGE.**

– Brene Brown

CASE STUDY

VIRTUAL ROUNDTABLE

GOAL

To source information that would help inform the foundation's strategies for supporting sexual health education among youth in the southern states.

PROGRAM AREA

Population and
Reproductive Health

PARTICIPANTS

8 panelists, 1 host, 1 facilitator

VISIBILITY

Private

PLANNING HORIZON

3 weeks

HARD COSTS

None



CASE STUDY

VIRTUAL ROUNDTABLE

EXPERIMENT DESIGN

VIRTUAL ROUNDTABLE

A virtual face-to-face video conference with subject-matter experts on a set topic.

TARGET AUDIENCES

Local health leaders in Louisiana and Mississippi and national health leaders across the country.

LOGISTICS

Google Hangout was selected because participants could come together for a conversation with the click of a button.

The meeting was recorded, allowing the conversation to be archived or shared with the community.

The conversation can also be edited to reflect key insights and then shared as part of a campaign to help source additional perspectives.

EXTERNAL SUPPORT

Facilitator.

TAKEAWAYS

VIRTUAL ROUNDTABLES

A professional facilitator is key to making the virtual space feel personal as well as ensuring that the conversation engages all participants.

Don't try to fit too much in

For an hour's conversation with 8 participants, 3 good questions is about as many as the group will have time to answer.

Know the limitations for your platform of choice

For a private conversation on Google Hangout, there are 10 "seats" available. It is best for all participants (including the host and facilitator) to have their own "seat" to cultivate that face-to-face feel of the session.

Be prepared for technical glitches

Ask participants to join 15 minutes early to work out any bugs and have someone present who understands the technology and can provide options for working out the kinks.

Start things off on a great note

Let one of the participants know the first question so that they can prepare a concise, focused answer that sets the right tone for the rest to follow.

SEXUAL HEALTH EDUCATION

Cultivate leaders

Create strategic leadership development pipelines for youth activists, teachers, public officials, NGO advocates.

Build support networks

Offer space for parents, caregivers, teachers, and youth to learn and connect with each other.

Delivery matters

Train and find quality health educators who can build a rapport and cultivate an emotional link with teens.

There is no silver bullet

Multi-pronged strategies should include:

- **Individual interactions, community-level events**
- **Use of media and one-on-one conversations**
- **Old-school organizing and new-school technology**
- **Leveraging existing work and looking for new solutions**

CASE STUDY

PERSONAS

GOAL

To “put a face” to the statistics and high-level data that currently exist about informal childcare providers as well as understand the role of networks in the lives of informal care givers.

PROGRAM AREA

PARTICIPANTS

VISIBILITY

PLANNING HORIZON

HARD COSTS

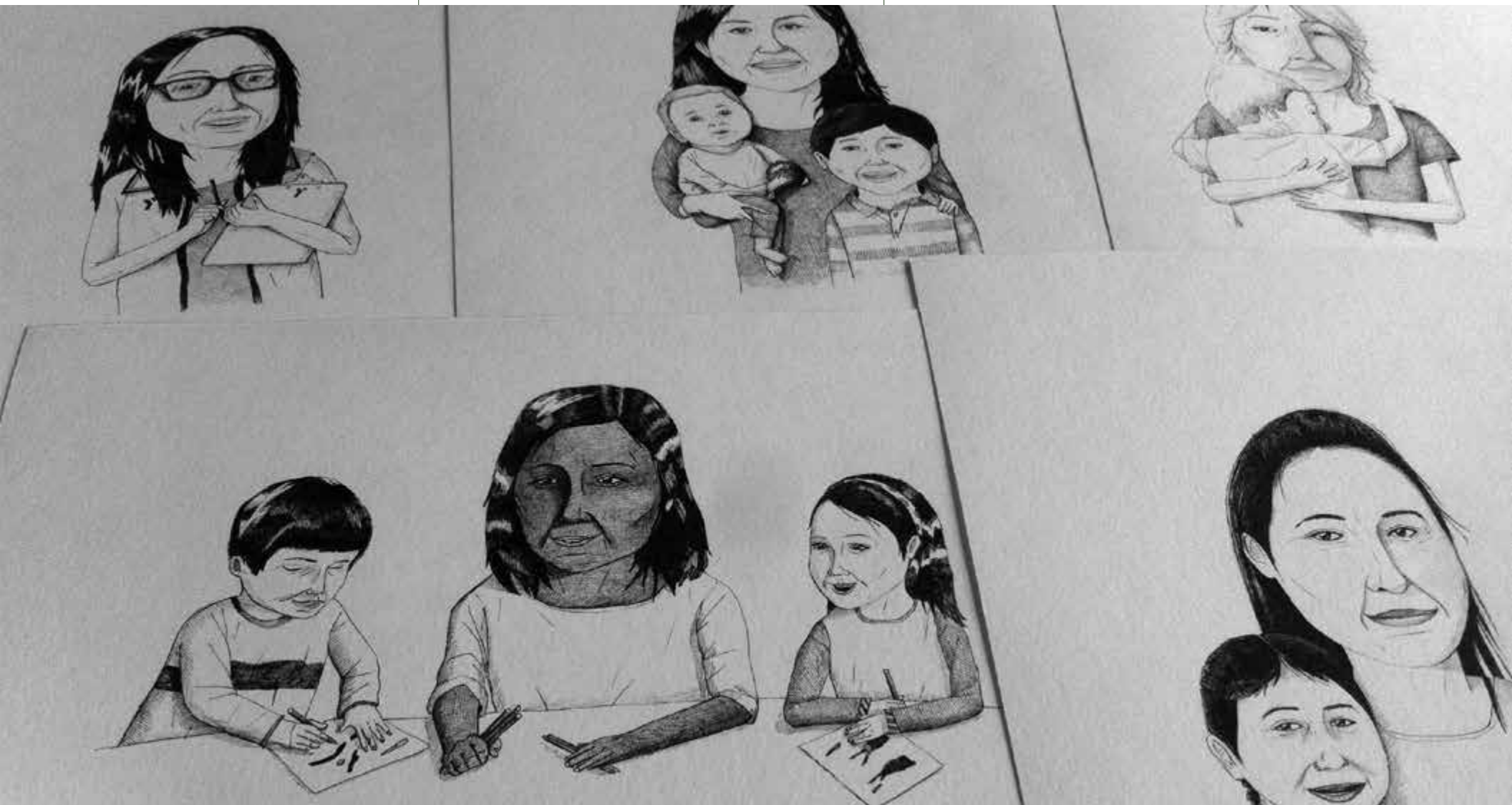
Children, Families and Communities

15 interviewees, 18 survey respondents

Private

5 weeks

Travel for interviewers,
printed materials



CASE STUDY

PERSONAS

EXPERIMENT DESIGN

PERSONAS

In-depth, research-based profiles representing selected individuals that highlight motivations, strengths, needs, interests, etc.

TARGET AUDIENCES

Informal childcare providers in East Palo Alto and San Jose.

LOGISTICS

Two counties near the foundation were selected for initial pilot projects because of the importance of getting to know the local community and because of existing relationships.

From there, the local YMCA's Nana y Yo program was identified as the community immersion point, with information collected through one-on-one and group interviews as well as follow-up surveys.

The interviews took place over two days and were scheduled during the YMCA classes and meetings.

EXTERNAL SUPPORT

Interviewers, designer, copy editor.

TAKEAWAYS

PERSONAS

Leverage on the ground relationships

A community champion who can help support and facilitate the interviews is a key ingredient for success.

Be flexible

Rather than creating a set interview list, "question buckets" were useful to identify key areas to explore but provided flexibility to ask different types of questions.

Unconventional and open-ended interview methods were often the most revealing, such as having interviewees draw a map of their day to show where they go, what they do, and who they interact with.

Look for outliers

While trends are important to recognize and craft into different personas, outliers were useful for identifying future lines of inquiry.

INFORMAL CHILDCARE PROVIDERS

Word of mouth is key

Parents shared childcare resources in mostly informal settings such as at the park, and at family celebrations. However, they also talked after church and during programs for parents such as Nana y Yo.

Deep family support

Within this YMCA community, most of the caregivers interviewed were the parents themselves, primarily Latina women. The reasons for the parents-as-caregivers trend ranged from family obligations of staying at home to raise children and prepare family meals, to a lack of trust in strangers as caregivers.

When the caregivers weren't the parents, they were often family members or very close friends. Reasons for this ranged from a barter system between family members to tight community bonds among undocumented parents.

On rare occasions, parents had non-family members watch their children. These caregivers were found through postings at the laundromat, on Craigslist, or through friends of friends.

Untapped opportunities exist

Technology may be underutilized by parents to access information about childcare or to connect parents to each other through community programs via the YMCA or library.

Consider the big picture

The lives of caregivers—parents as well as informal caregivers—are incredibly full and intricately balanced.

CASE STUDY

TWITTER CHAT

GOAL

To explore with the public the role that food businesses and the private sector play in enabling children's nutrition in the U.S.

PROGRAM AREA

Food & Agriculture exploration

PARTICIPANTS

235 contributors

VISIBILITY

Public

PLANNING HORIZON

8 weeks

HARD COSTS

Post-chat analytics



CASE STUDY

TWITTER CHAT

EXPERIMENT DESIGN

TWITTER CHAT

A real time Q & A discussion held on Twitter around a topic, identified by a hashtag.

TARGET AUDIENCES

Twitter participants with an interest in food and nutrition.

LOGISTICS

Three specific topic areas were selected and from those, panelists were identified and questions were developed.

Panelists were selected to represent a broad range of opinions and positions within the food and nutrition arena.

Panelists were prepped ahead of time about Twitter, chats, and the questions that would be asked.

The chat was promoted via Packard Foundation and panelists on social media.

EXTERNAL SUPPORT

Subject-matter experts as panelists for the chat.

TAKEAWAYS

TWITTER CHATS

Timing matters

Twitter Chats may be best used at the beginning of a project as a public landscape scan or to assess public opinion about a topic.

Be authentic

While they can have a big draw, larger companies and organizations may not be ideal panelists for such public conversations due to the PR-heavy nature of many of their social media and communications teams.

Use your team

It is useful to have a team ready to monitor tweets, dig in further to high-potential ideas, and divert or refocus off-topic participants.

Embrace controversy

Trolls are to be expected and can surface key issues, rally support, and bring new voices and perspectives into the conversation.

Practice first

Twitter has its own language, etiquette, and flow—before hosting a Twitter chat it is very useful to participate in several other chats to become familiar with the nuances of this forum.

CHILDREN'S ACCESS TO AND CONSUMPTION OF HEALTHY FOOD:

People choose with their wallets

Educated consumers can drive demand for healthy food, and fast casual restaurant chains will be forced to adapt.

Consumer preferences are a large bottleneck to healthy food manufacturing. Fat, salt, and sugar are cheap and taste good, so it's difficult for consumers to change their habits and minds.

The affordability of healthy food is a key issue. Many participants found that healthy options were more expensive than unhealthy options.

Think outside the basket

Alternate modes of distributing healthy food need to be explored, such as vegetable “butchers” in supermarkets or fast food from healthy ingredients. Healthy food could be affordable, accessible, and cool.

The perfect storm

Nutrition-related health crises, urbanization, and obesity are all causing eaters to think more about their food choices.

CASE STUDY

SQUAWKATHON

GOAL

To source new ideas for better monitoring of marine bird bycatch.

PROGRAM AREA

Marine Birds

PARTICIPANTS

30 attendees

VISIBILITY

Public

PLANNING HORIZON

12 weeks

HARD COSTS

Event space, food, travel, honorariums, prizes



CASE STUDY

SQUAWKATHON

EXPERIMENT DESIGN

HACKATHON

An in-person event that fosters intensive collaboration in a short time frame to rapid-prototype solutions with technologists, designers, and project managers.

TARGET AUDIENCES:

Designers, technologists, project managers.

LOGISTICS:

Dates for the event were based on key expert and participant availability as well as space rentals and other local events.

The agenda prioritized team work time, with a solid introduction to the topic and time at the end for teams to socialize.

Because of the technical nature of the topic, subject-matter experts were flown in to provide initial context and then to mentor teams through the planning.

The kickoff event was from 4 to 6pm to allow people to attend after work; the full day was on a Friday to attract local participants who could either miss a day of work, saw this as beneficial to their existing work, or had flexible schedules.

EXTERNAL SUPPORT:

Event planner, facilitator, designer, videographer.

TAKEAWAYS

RUNNING A HACKATHON

Know your audience

Create an event identity that is primarily tailored to the target audience—they're the ones it needs to attract.

There's never enough time—prioritize

Allow enough time for teams to understand the challenge, collaborate toward solutions, prepare a presentation, present, and get feedback.

The end can feel rushed if there isn't enough time for groups to present their solutions thoroughly.

Create space for the unexpected—don't plan for everything.

Tailor to your audience

Be clear about what incentives are being offered, e.g., collaborating on social impact solutions, prizes or rewards, free food and beer, etc.

Balance knowledge and naiveté

Having subject-matter experts in attendance was great for technical understanding of a wonky subject, but there were times when focusing on the big picture rather than minutiae could have fostered greater speed and creativity.

Some structure is critical

A great facilitator is essential to convey a lot of information, motivate and keep teams moving, and respond technical or other glitches.

Create an online space such as a wiki to house key information and ground rules and for teams to post final solutions.

Space is key

Make sure the event space has good acoustics, ample room for working, good presentation room, and fits the feel of the event.

The final presentations may not provide a silver bullet but look for the valuable nuggets within them that could create impact.

TRACKING MARINE BIRD BYCATCH

Technology only goes so far

The solution may not be a technical one, but rather one that engages the community.

Use what exists

There are opportunities to leverage existing infrastructure (satellites, fishing vessels, autonomous vehicles) to create a monitoring network.

There may be a role for seabird conservation in the wider seafood sustainability movement.

REFLECTIONS

Rather than playing it safe, each Packard Foundation program officer that we worked with was willing to take risks and step out of their respective comfort zones. This surfaced some interesting tensions:

- **Rapid prototyping vs. time to reflect and learn**

When experimenting, it's useful to adopt a pace that is quick, iterative, and prioritizes action. However, we had to avoid rushing specific activities such as brainstorming, reflection, and sharing. Being intentional about when to move quickly and when to take a step back allows for fast learning, frequent iterations, and, ultimately deeper insights.

- **Clear goals vs. room for the unexpected**

For each experiment, we defined clear objectives to provide direction. Once an experiment was underway, though, we made sure to create space for the unexpected. Too loose of a direction and the experience can be fuzzy at best, frustrating at worst. Too tight of a focus and the ideas become watered down versions of what already exists.

- **Expertise vs. fresh perspective**

There is deep knowledge within the staff at the Packard Foundation as well as in the communities surrounding their respective program areas. It's important to leverage this experience to build upon what exists. But it is also essential to provide space for the "new eyes" or perspective of novices that bring innovative thinking and renewed energy to an entrenched problem.

Tensions force decision-making and create opportunities for new thinking and big breakthroughs. The end results are often exciting and impactful, but the process can feel uncertain and uncomfortable.

In addition to the above tensions, we also noticed an overarching balancing act between comfort vs. the unknown: do you continue doing what you've always done because it works and is safe? Or do you step into unfamiliar territory and face potential failure for the chance to create big impact?

As the Packard Foundation found, embracing the unknown allowed for progress on tough issues, while also helping cultivate a culture of openness. We've been thrilled to go on this journey with the Packard Foundation and especially to continue experimenting, exploring the unknown, and achieving greater impact together.

ABOUT US

CONTEXT PARTNERS is a team of entrepreneurs, design thinkers and brand innovators who understand how an engaged community can drive business forward. Their backgrounds vary from social media pioneers, visual designers and teachers to scientists, architects and marketers. What brings them together is a belief in the power of relationships, and their expertise in the art and science of Community Centered Design.

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THE DAVID AND LUCILE PACKARD FOUNDATION is a private family foundation led by the values and ideals of technology company founders turned philanthropists David and Lucile Packard. The foundation gives goal-oriented support to causes that improve the biological and social environments of our world, such as bettering the lives of children, enabling the creative pursuit of science, advancing reproductive health, and conserving and restoring the earth's natural systems.

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TOOLS FOR SOURCING NEW IDEAS

There are as many tools for sourcing new ideas as there are problems to solve. Here are a handful of increasingly common tools, diagrammed according to their relative cost and time to implement. To allow for comparison, the assumption is that all tools are being implemented by an organization's internal staff. Outsourcing any elements (e.g., hiring a facilitator) may increase the cost but lower the time to implement.

One of the great things about experimenting with these tools is that they can scale to whatever budget, time, or ideas you have—they just require a willingness to implement, iterate, and learn.

- 💡 IDEAS
- 🔗 CONNECTIONS
- 👁 VISIBILITY



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CONTEXT PARTNERS

WITH SUPPORT FROM
THE DAVID AND LUCILE
PACKARD FOUNDATION