Integrative Thinking Challenge: Bella’s Ice Cream
Help Bella’s Ice Cream find a better answer
Our process for today

1. Articulate the Models
   - Identify two extreme and opposing models
   - Sketch out what the opposing models look like
   - Define the benefits of each model
     - Identify the most important players
     - Define how the models work for them

2. Examine the Models
   - Look Across:
     - What benefits are connected? How?
   - Look Again:
     - What would I want to keep?
     - Now, how do I understand the models?

3. Explore the Possibilities
   - Imagine how you might combine the benefits you want to keep
   - Ideate, prototype and iterate
   - Explore and get feedback
The ice cream business

Issue the Challenge
Today you will help...

Bella’s Ice Cream Company

Listen to:
• Bella, CEO
• Chief Financial Officer
• Director of Marketing

to better understand the challenge they are facing
Bella’s Challenge

https://www.youtube.com/watch?v=xfVdYaflA3E

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Defining opposing models

What should Bella do to save Bella’s Ice Cream?

JUST BE EFFICIENT  MAINTAIN STATUS QUO

Visualize what each of these models means to your team.
Visualize the opposing models

As a group:

• Describe each model with both words and images.

• Be objective
  
  • Suspend judgment of the model

• What would it actually look like if it were to work perfectly?
Think about the following scenarios under each model:

- A local supplier wants to increase their price for their product that goes into Bella’s ice cream
- A new technology was developed to make it possible to more quickly freeze ice cream: would Bella’s buy the technology for their business?
- Employees want to redecorate their break room
- Employees propose that Bella’s be a company that only promotes from within the company
Identifying the stakeholders

- Who are the people who matter in this challenge?
- Who might be affected by the solution to the problem?
Setting up the Pro-Pro chart

On a new sheet of paper:
Divide the page into three columns, one for each of:

Customers, Employees and Business.
Benefit Bubbles

Benefit bubbles help you share your thinking by helping you be specific about the benefit and how that benefit is created.

As the stakeholder, what benefit might this model give you?

How is this benefit created? Share your thinking by being specific.

Visualize the benefit to help communicated your thinking.
Example: Benefit Bubbles

Falling in love with the ‘Maintain Status Quo’ Model, from the employee perspective.....

I like that this model gives me **consistency**

because

Bella’s will continue to use the same suppliers.
Example: Pro-Pro chart

Maintain Status Quo

Employees

Business

Customers

I like that this model gives me **consistency**

because

**Bella’s will continue to use the same suppliers.**

Articulating the Models: Pro-Pro Chart
Don’t forget...

• Focus on one model at a time – try to “fall in love” with it.

• Identify how each of your stakeholders would benefit if Bella’s followed this model. Each benefit should be unique, concrete, and paired with a clear understanding of what makes it happen.

• The benefits don’t need to be anything lofty, just something that will make a difference to the stakeholder on a personal level.

• They may be unevenly distributed, but every model has benefits. Aim to find three per stakeholder per model.
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Examining Models (Amazing Race)
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Pathways to Integration: Hidden Gem
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How might we design a new model that generates both (model 1 benefit) and (model 2 benefit)?
Share your thinking

Brainstorm

Sketch

Diagram

Prototype

Pathways to Integration
Sharing insights and recommendations
Sharing your thinking

• Take one minute to share your prototype.
• Share your thinking:
  • What benefits did you use to help you build your idea?
  • In what ways might your new idea be better than either of the original models?
  • What step of the process helped your team gain a new understanding of the problem?
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Wrap Up
Debrief: Bella’s Ice Cream Challenge

- What was different about this process?
- What was new and challenging for you?
- How did you overcome these challenges?
- What part of the process might you be able to use again? When?