Write a guiding star and near star
Articulate your objective as a long-term ideal state and a near-term (3-5 years) goal.

GUIDING STAR
Your vision for a desired future state. What is a long-term state you are working toward, though you may not get 100% there in your lifetime?

A _______________________________________
the system, defined by geography, authority, and/or matter-at-hand

in which

___________________________________________.
the quantifiable or tangible state you seek

NEAR STAR
A goal for 3-5 years out that would be a significant step toward your guiding star.

Increase / decrease

Increase / decrease _______________________________________
a metric of improvement

by / for / within

by / for / within _________________________________________.
bound your near star by group, sub-system, or other method
Create a map of stakeholders

List the different people/entities that are stakeholders in the system. Connect them with lines to note the relationships.

(It might help to put an end beneficiary in the middle)
List forces that affect your goal

List forces that currently exist in the system that help or hurt progress toward your near star. Connect them with lines if you see relationships between the forces.

<table>
<thead>
<tr>
<th>ENABLERS</th>
<th>INHIBITORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forces that help your cause</td>
<td>Forces that hurt your cause</td>
</tr>
</tbody>
</table>

- **Behaviors**
- **Policies**
- **Beliefs**
3a Select one force to address
Based on your current knowledge and considering your organization’s capabilities and mission, assess leverage and select a force (or a couple interrelated forces) to address.

Why is there LEVERAGE?
(Based a criteria on the right and/or org. capabilities/positioning, make an argument why there might be leverage.)

3b Identify the most relevant stakeholder(s)
Which stakeholders are entry points to making change related to the above factor. Pull from your stakeholder map, or identify a new stakeholder considering the force you have chosen.

3c Select one stakeholder to target
Select one stakeholder that sits at a particularly important place in the system to affect the chosen factor. Imagine you are designing for (or trying to affect) this stakeholder.
Write a brainstorm question.  
Put the pieces together to outline the opportunity.

How might we get/help/___

_______________________________
targeted stakeholder

to

_______________________________
change in human behavior/feeling (based on chosen force)

Brainstorm interventions  
Consider a diverse set of activities (solutions/efforts).

Think about solutions that are:

Physical
Experiential
Relational
Policy
**FLESH OUT A CONCEPT**

5a **Select one activity.**
Select an idea to consider further. What activity (solution) might create the most impact relative to the effort?

(An idea from the previous brainstorm)

5b **Flesh out the concept**
What might this solution/activity look like?

**What?**
What is the solution/activity? How does it work?
Can you draw/visualize it here?

**Who/How to Implement?**
How does this solution get created and into the system?