

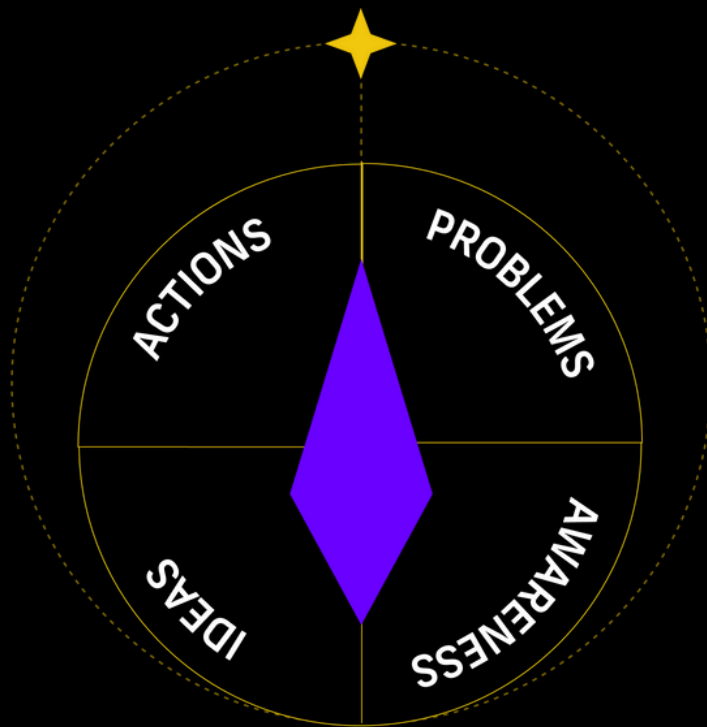
COMPASS WORKSHEETS

The Compass can help solve complex problems by generating novel, actionable ideas.

Unlike other approaches to innovation and design, the Compass recognizes that navigating systems is messy. It seeks to simplify the complexity without losing important information. This requires systems innovators to be highly iterative, moving among the different spaces, recognizing that sometimes the coolest insights can happen anywhere, anytime.

The Compass is made up of a North Star and four spaces:

- Problems - The gap between the desired state and the present state. Any single problem is often seen differently by different actors in the system and across different scales.
- Awareness - Building awareness can reveal hidden barriers and enablers, as well as help ideate solutions.
- Ideas - Potential solutions or opportunities that can address the problem(s).
- Actions - These are activities taken today that move you and the system closer to the desired state. Ideally, there will not be a single action, but an ecology of related actions.



★ STEP 1a: YOUR COMPANY'S NORTH STAR

Describe your company's North Star in a simple phrase. It should reflect a vision, destination, or purpose beyond profits.

! STEP 1b: INITIAL PROBLEM OR OPPORTUNITY

Describe what is motivating the innovation. Ensure that it is related to the North Star.

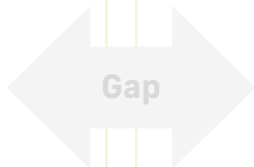


📅 STEP 2: DESIRED STATE

Describe the ideal state of your organization if your organization solved problem or exploited the opportunity. Offer a clear timeline and indicators of success.

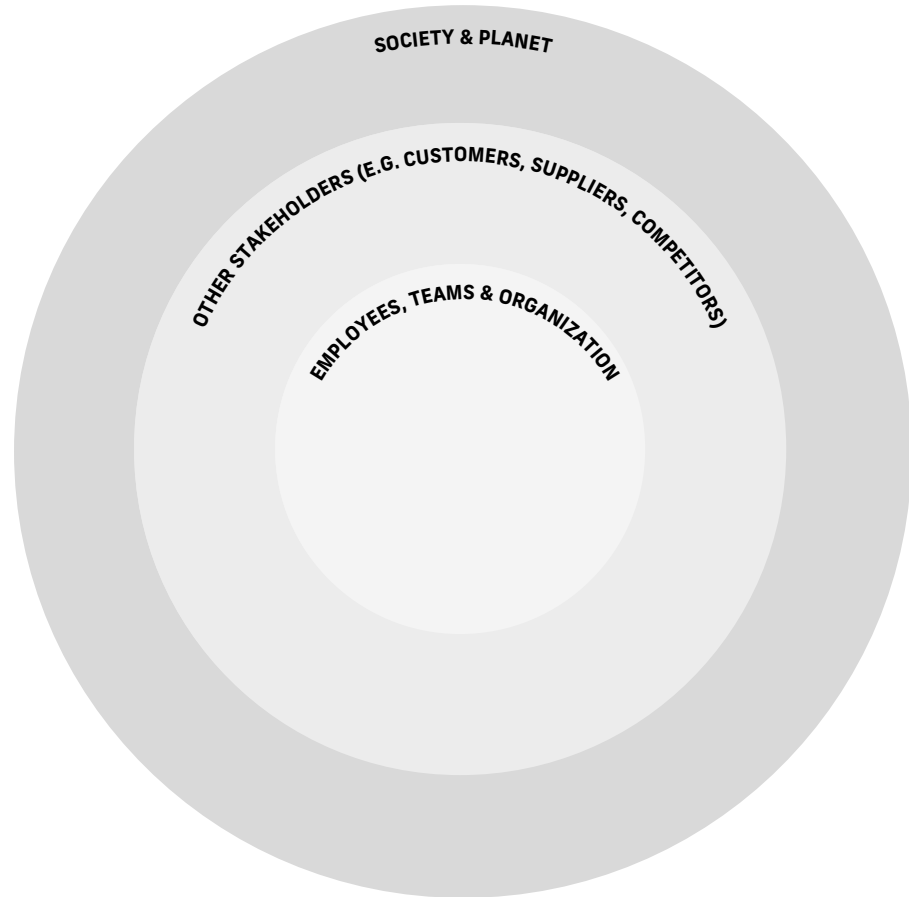
● STEP 3: CURRENT STATE

Describe what is the current state in your organization in respect to the problem or the opportunity.



🎯 STEP 4: THE MANY FACES OF THE PROBLEM

Why does the gap between the current state (step 4) and the desired state (step 3) present a problem? List below important ways in which the problem manifests across different scales in the system.



! STEP 5: REVISED COMPANY PROBLEM

Restate the problem in the following form: (1) the desired state, starting with "imagine if..."; (2) the current state; (3) the primary reason(s) why it is a problem for your company AND the larger system. Choose just the main perspectives. You can revise later.

PROBLEMS

ITERATE

If you think of any good ideas or opportunities while constructing the problem, put them on stickies in the 'Ideas' space.

ITERATE

As you work through this space, post good ideas in the next 'Ideas' space and keep revisiting the problem statement.

? STEP 1: REVISED PROBLEM

Rewrite the revised problem from Step 6 in the Problems space.

▭ STEP 2: KEY ACTIVITIES

Identify key actors and their activities, with the framing of "X Does Y". Also include the natural environment if it's salient.

➔ STEP 3: ARROWS

Create a 'process map' of activities by drawing arrows among "actor-activity" boxes. You may need to move boxes around to avoid too many intersecting arrows.

● STEP 4: BARRIERS

Identify barriers and place them on the relevant arrow. Barriers should indicate reasons why problematic activities are hard to reduce and positive activities are hard to promote.

! STEP 5: PRIORITIZE BARRIERS

Identify key barriers you want to ideate around. Choose those with greatest impact and that you can change.

1.

2.

3.

4.

ITERATE

As you work through this space, keep revising your problem to ensure you are addressing systems problems and not just your company's problem.

INNOVATION
NORTH

IDEAS

✓ STEP 1: AWARENESS BUILDING

List the most actionable and impactful barriers or enablers from the Awareness space.

💡 STEP 2: GENERATE IDEAS

Brainstorm around ways in which you can tackle the barriers or activate the enablers in the Awareness space. Be generative.

☰ STEP 3: PRIORITIZE IDEAS

Select the ideas that give your group the most energy. Distribute the ideas that give you the most energy into the boxes below. Feel free to change the criteria to the criteria most salient to you

QUICK TO IMPLEMENT LOW INVESTMENT	SLOW TO IMPLEMENT LOW INVESTMENT
QUICK TO IMPLEMENT HIGH INVESTMENT	SLOW TO IMPLEMENT HIGH INVESTMENT

ITERATE

Stroke out any ideas from Step 3 that do not fit the Problem.

📅 STEP 1: LONG FUTURE OUTCOMES

Take the ideas that energize you the most from the Ideas space and imagine what they would look like in the long-term.

🕒 STEP 2: NEAR FUTURE

What steps can you take in the short to medium-term toward the desirable future?

🕒 STEP 3: ACTIONS TODAY

What steps would you have to take today to reach the near future? List the immediate actions or experiments. These can include new activities, relationships, small investments, data collection, or even changes in language or identity.

☰ STEP 4: NEXT STEPS

Select a few actionable items from Step 3 and use stickies to assign them to specific people.

Large empty space for sticky notes.

ITERATE

As you work through this space, ensure that the actions fit within your North Star and reduce the gap between the future and desired state in the Problems sheet. After you take an action, then adjust the awareness worksheet to reflect what you learned.