

GLOSSARY

TERM	DEFINITION
A/B Testing	Testing in which small changes are made between two items. Often used in email campaigns in which subject lines are subtly changed and the results compared.
Affinity Diagram	A graphical representation of ideas in which related concepts are grouped, showing their similarities. Helpful to classify items leading to common understanding of issues or solution sets.
Aggregating	Finding smaller chunks of a resource and adding them together to make them more useful. Amazon aggregates many seller's products into one retail website.
Agile	A project management strategy in which work is grouped into relatively small, incremental projects (called a "sprint"). These are then tested and adapted.

Alignment	When an organization or ministry has agreement about goals and objectives and the various team members are working together toward these common ends.
Analogous Situations	A similar situation in a parallel sector or industry. An analogous situation may have application to one's own situation and is helpful for analysis and problem-solving.
Analytics	Any metrics that are used for evaluation. Most often these are numeric metrics.
Beta Testing	Initial testing of a product or service by those who will be using the service. This is different from internal testing, which is typically conducted by the designers and developers of the product or service.
Bias / Confirmation Bias	When one has a preconceived notion. Confirmation bias is when one looks at results and infers a conclusion based on their bias.
Brainstorming	A session in which ideas are collected. In design thinking, there are rules around how a brainstorming session works.
Breakthrough Innovation	An innovation that creates significant change and disruption.
Business Model Innovation	An innovation that changes the nature of how an organization or ministry conducts its work.
Capacity Utilization	Strategies that seek to expand the use of a resource such that it does not go underutilized.

Card Sorting	A process of categorizing ideas, typically written on cards (or their digital counterparts), with a goal of better understanding a design problem.
Collaborative Design	When multiple stakeholders are brought into the design process.
Crowdsourcing	When a larger problem is broken down into smaller problems that are more easily solved by individuals. Funding, for example, is often crowdsourced as people are more able to give smaller amounts, which can add up to a significant amount.
Dashboarding	When metrics are pulled together to create a simple view of an organization, ministry, or process.
Design Thinking	An innovation methodology that emphasizes empathy, definition, ideation, prototyping, and testing.
Diffusion of Innovations	A theory that explains how ideas are spread. Popularized by a book of the same title written by Everett Rogers.
Disruption Innovation	An innovation that creates massive change in an industry or sector.
Empathy	The process of understanding the end users of a product or service.
Entry Points / On Ramps	The ways that end users become customers or participants. For example, a newcomers orientation class is an entry point.

Exit Points	The ways that end users cease to be customers or participants.
Field Study	Research conducted in real-life situations.
First Mover Advantage	Describes the benefits that are given to the first organization or ministry to offer a service or a product.
Focus Groups	A research methodology in which a group of people provide feedback.
Gap Analysis	A study of where an organization or ministry currently is, where it wants to go, and what will be necessary to get there.
Groupthink	A phenomenon in which social pressure creates group decisions that individuals would not make if there was no group influencing them.
Hackathon	When a group of developers (most often software developers but not limited to this) gather for a concentrated time of problem-solving.
Human-Centered Design	The philosophy behind design thinking, which emphasizes the way people interact with products and services.
Ideate	To creatively come up with new ideas for consideration.
Incremental Innovation	Innovation that occurs through small steps over time.
Innovation Culture	An organizational or ministry culture that welcomes new ideas and their development.
Innovation Team	A team with a specific focus to bring innovation into a project, team, or problem.

Innovator's Dilemma	When an organization or ministry is designed to deliver an innovative product or service only to find that the solution is no longer viable, requiring new innovation. The concept was popularized by Clayton Christensen in a book of the same title.
Iterate	To repeat a process, such as the development of product or service, making improvements along the way.
Journey Mapping	A design thinking exercise in which the end user's experience with a product or service is envisioned and mapped out.
Mass Collaboration	Large scale efforts to organize people and resources to cooperate on addressing an issue.
Matchmaking	Connecting two or more people based on their needs and wants.
Minimum Viable Product	This describes a product or service that meets very basic requirements. In design thinking, a minimum viable product or service is often favored over a fully developed product because it can test the usability and designers can learn about enhancements.
Open Innovation	This is an innovation methodology in which stakeholders are broadly invited into the design process. Typically, open innovation is the opposite of secret development or development that is owned by a single organization or ministry.
Persona	A description of a stakeholder. This is used to inform the designers about the product or service they are creating.

Platform	A set of tools, typically technology, which enables users to complete an array of related tasks.
Process Innovation	A design methodology that reworks processes so that they better serve the people they were designed to serve.
Prototype	A model of a proposed solution. Prototypes may be physical or conceptual.
Reframing	Restating a problem in a way that opens new avenues for how it is understood and what solution sets might be appropriate.
Role Playing	A design thinking exercise in which people act like stakeholders to assist designers as they develop empathy around a problem.
Scale	A technology platform.
Scenarios	Describe interactions your stakeholders have with your ministry.
Service Design	A subset of design thinking, which focuses on services instead of products.
Service Moments	Crucial times in a service, such as making a decision, that need to be designed well.
Slicing	When a resource is divided up and shared among many users.
Stakeholders	Anybody who influences or is influenced by a ministry.
Storyboard	A methodology in which cards are used to tell a stakeholder story.
Touchpoints	Any interaction stakeholders have with your ministry.

Trust	A crucial component of sharing economy products and services.
Use Case	The reason that a product or service exists.
User Journey	A methodology that traces the way a stakeholder experiences your product or service.
Vanity Metrics	Metrics that you use to satisfy internal goals. Often counterproductive to understanding.
Viral	When a product or service spreads through social networks, typically at an increasing rate.
Wicked Problem	A very difficult to solve problem with a specific set of attributes.
Wireframing	To design a product or service through simple drawings, typically used in the development of mobile apps.

APPENDIX: INNOVATION QUOTIENT

I have created a short test to assess how innovative you might be. This is not a scientifically validated test, but as more people take it, the pool against which you are assessed becomes larger, helping you to see where you stack against others. You can find this test at:

<https://theinnovationcrisis.com>



NOTES

Chapter 1: A Crisis of Innovation

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