# Wicked Challenge Studio
# Academy

Capgemini

# Technology is NOT the (only) solution

The next industrial revolution is here. And it's in full swing. Many new opportunities arise and we all stumble and fall when choosing new technologies, implementing agility and exploring new business models.

Today's organizations are highly being affected by this latest industrial revolution. Automation (Electronics, the Internet and IT), and cyber physical systems (Robotics, autonomous cars) are influencing businesses increasingly. As we've moved through the age of steam and electricity, leading to global industrialization, we now face a revolution that threatens jobs and at the same time provides many new opportunities. New opportunities that require innovation as we seek to find differentiating offerings in our market.

However. Innovation can be a real wicked challenge. In many cases we turn to new technologies as the key driver of innovation or we start adopting agile ways of working, expecting they will deliver us value as soon as possible. However, where technology (or a mix of technologies) should always be driving innovative solutions it is still about getting the right people and the right mindsets in the room to come up with that one ground breaking innovative idea. And agile is not the best fit for igniting creativity and for understanding what your clients really need.

**1** *A Wicked Challenge is that one challenge faced by your team, department or organization that seems to be a puzzle so persistent, pervasive or slippery that it can seem insoluble. Yet a challenge you want to overcome. To find that niche in your industry and to grow your business or to increase your efficiency.*

**2** *We present the Wicked Challenge Studio. A place in which "we seek to Integrate what is desirable from a human point of view with what is technologically feasible and economically viable."*

*Marty Neumeier – The Design Full Company

# Fostering creativity and human centricity

Understanding what clients really need: That's why Capgemini Academy presents the Wicked Challenge Studio. Because at Capgemini we believe that innovation is a wicked challenge. A challenge that builds and depends on learning, creativity and making many mistakes. Silos in the organization and performance indicators that foster risk aversity create a climate with little space for innovation. Not in the Wicked Challenge Studio, where we run human centered and creative innovation practices.

The Wicked Challenge Studio creates the space and time needed for innovation. It does that by getting out of the 'safe zone' formed inside the organization and by creating room for co-creation, creativity and ultimately innovation. Trying new things, developing new and differentiating offerings and by being a guide in the wealth of today's business challenges our clients deal with.

# Get involved in Wicked Challenges

We solve wicked challenges by running different types of collaborative and inspiring events. The best way to choose an event that fits your companies' purpose is to run a brief problem finding workshop. A problem finding workshop takes 4 hours maximum and serves to find key opportunities to dive into during a following event.

Wicked Challenge events can take from 4 hours up to 5 days. Depending on the complexity of the challenge and the appetite to learn in your organization.

*Do you want to get involved in getting your hands on a Wicked Challenge? Contact Maarten Glaser or Petra Hendriksen.*

## Wicked Challenge Modes

| Mode | Duration | Characteristics |
|---|---|---|
| Wicked Problem Finding workshop | 4 hours | Defining a key problem statement or statements. |
| Design Thinking Crash Course | 8 hours | Understanding the fundamentals of Design Thinking |
| Wicked Design Sprint | 5 days | Based on Google's Design Sprint. 5 days, 5 phases |
| Wicked Innovation Day(s) | 1-3 days | Igniting an innovation culture in your organization |
| Innovation Learning Day(s) | 1-3 days | Educating front runners and early adopters in your organization |

## Wicked problem finding workshop

A one-off. In the Wicked Problem Finding Workshop we help you to ignite creativity by practicing ideation, by understanding 21st century business models and ultimately by finding and understanding some (or the one) key challenge(s) in your department or organization. Typically, we would advise to follow up with one of the more in-depth modes depending on the workshops' outcome.

**Audience** : Decision makers and front runners
**Duration** : 4 hours
**Output** : Wicked Challenge Canvas + follow up advise
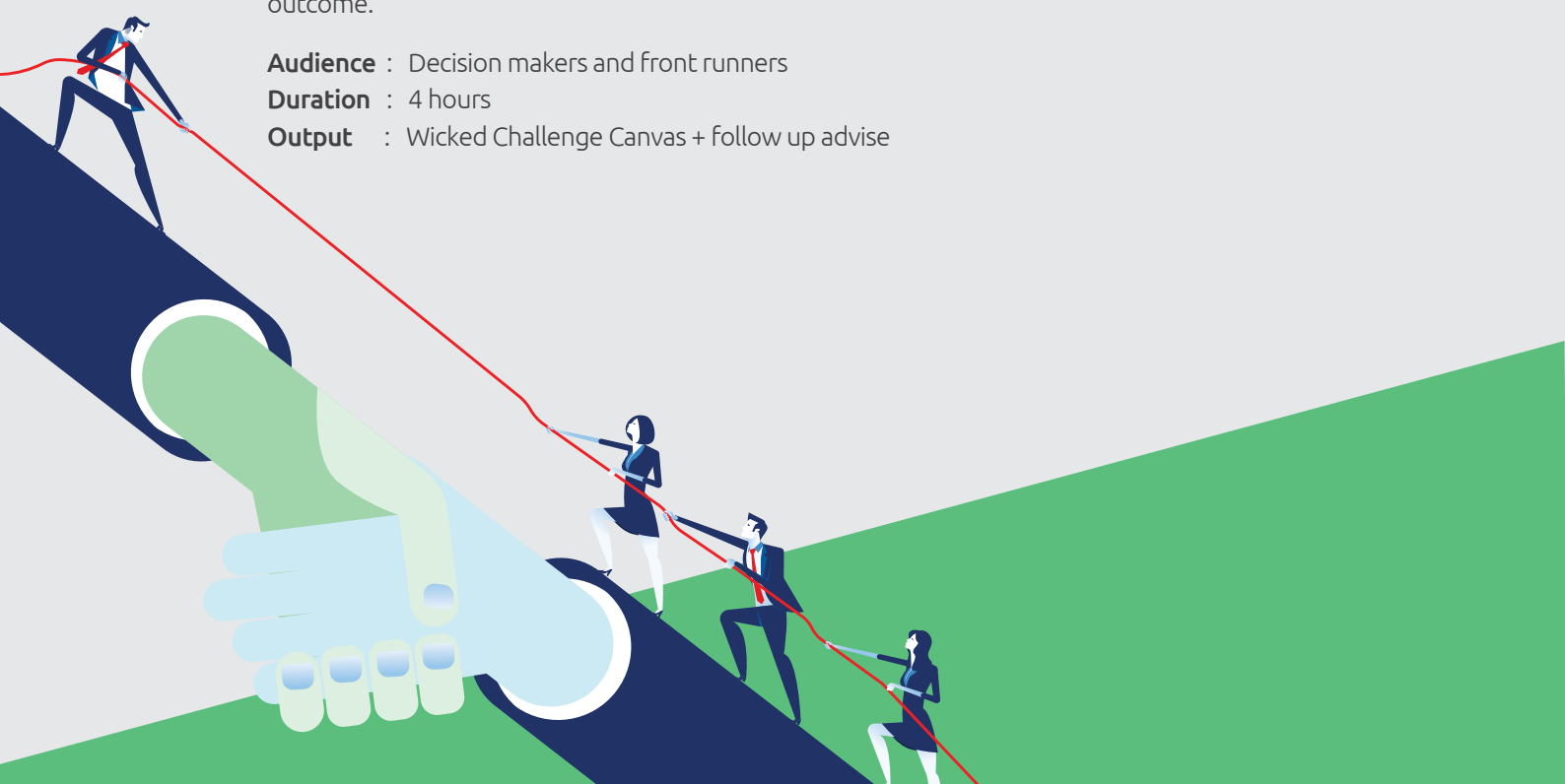
## Design Thinking Crash Course

In just one day we'll take you through each of the five phases of design thinking. Using a practical case that everybody recognizes. Prepare to get out of your comfort zone if you are not that much of a drawing artist. But relax! The course's objective is to make you feel more comfortable in showing unfinished work like ideas that need further iterations. Furthermore, the course will take an in-depth look into what human centricity is and how it adds value to your business.

**Audience** : Anyone interested in Design Thinking and Innovation Culture
**Duration** : 8 hours
**Output** : A basic understanding of the power of design Thinking. Increased confidence in sketching ideas and understanding human needs.

## Wicked Design Sprint

This is the one approach to take on any challenge as defined in a problem finding workshop. In the sprint we'll guide you in five intense days through six phases. From understanding the problem all the way into building a concept solution and validating it with your target audience. The Wicked Sprint is a true diamond of collaboration between different expertise.

**Audience** : Someone delegated by the sponsor to make decisions, a sales and/or marketing specialist from your organization We deliver technical and user experience expertise.
**Duration** : 5 days
**Output** : A validated concept that is ready for further build in a project or Agile environment.

## Wicked Innovation Day(s)

A large-scale workshop to help build innovation skills in the organization. Allow a large audience within your organization to be inspired with the latest tools and techniques to innovate. Together we practice cool ways to ideate, we explore disruptive business models and we learn what it takes to be an innovative organization that builds on innovative individuals.

**Audience** : Get everybody on board! We are guessing everybody could use some inspiration in their work now and then.
**Duration** : 1-3 days
**Output** : An inspired group that understands what innovation is, how it can bloom, why it is relevant to their organization and learn what you could do.

## Innovation Strategy and/or learning Day(s)

The primary goal of the Innovation Strategy and Learning day(s) is to bring managers together to develop multiple innovative business concepts (Strategy day) and/or to bring high potentials together and build on entrepreneurial skills, creativity and innovation (Learning day). Focusing on real business challenges. It fits well in the context of a bigger innovation (initiation) process like transforming into an Agile organization. Outcomes of an Innovation Day event can be transferred to the next stage of such a process or program.

**Audience** : Managers, high potentials and change enthusiasts
**Duration** : 1-3 days
**Output** : Knowing the key tools, methods and behaviors that support a changing organization.

# Differentiating solutions through 21st century skills

In a rapidly changing marketplace which is completely influenced by automation and new technologies, an increasing demand exists for new skills and new behaviors to generate sustainable customer value. Existing ways of working are no longer enough and an increased demand for mastery, purpose and autonomy* surfaces amongst next generation employees. It is key to satisfy both client (latent) needs as well as employee needs to unlock greater value; Client value through delivering differentiating offerings against a higher quality. Employee value through an increased employee commitment and up to date skillsets. * Daniel Pink – Drive

However, it seems we never really get to living through these themes through practice and experimentation. Current corporate ways of working seem to make it hard to become creative and to unlock our (and our clients') innovative potential. While everyone has a vague idea of how to practice innovation, the Wicked Challenge Studio brings it into action.

## All of us are smarter than any of us

At Capgemini Academy we have a dazzling 40 years of history in training IT professionals. We have 200,000 colleagues all over the world, specializing in the latest technologies across all market segments. Looking at today's challenges around technology and transformation, we thought we should bring learning, emerging technologies and deep industry knowledge together. Combined with client expertise from their own industry to practice innovation and learn from it by taking on wicked problems.

## Boosting an Innovation Culture

A great way of cracking the nut of becoming digital and innovative leaders. The Wicked Challenge Studio serves as an institute to promote design thinking and innovation. The Wicked Challenge Studio will challenge renowned structures, processes and disciplines because of embracing the key treats of innovation; Empathy, Collaboration, Ideation and human centricity for greater success. Leaving your job title, your ego and your preconceptions at the Wicked Challenge Studio's door will help you to have a process for maximizing the capacities to converge to the best solutions!

We aim to put design and innovation tools in the hands of people who may never have thought of themselves as designers or innovators and apply them to a great range of problems and Inspire innovation that generates significant growth. All with a constant search for having the right balance of feasibility, viability and desirability.

*Collaborate with us in a new and radical codesign process!*

*"The right balance of feasibility, viability and desirability."*

## Our approach

Capgemini prefers to co-develop these events together with you. Some of the events are likely to be hosted together with you. This means that we will bring the overall event organization, learning, technological and innovative knowledge. You bring the relevant stakeholders.

## Lead time & approximate cost

Organizing events takes preparation. The event type and size will affect the lead time that is required. Roughly you could say that we need a four weeks lead time depending on logistics, communication, decision making and speakers.

## We don't just develop IT professionals

We transform them. We give IT professionals at all layers of the organization the tools, methods and the knowledge to keep on developing themselves. Wicked Challenge events often mark a starting point or a new phase of transforming the organization into a digital organization on the road to 'Digital Victory'. While moving into that new phase, organizations start to develop the need for further and broader digital skills. We explain this believe in our vision statement, 'The Future is Digital'. Read more about our vision on our website: https://academy.capgemini.nl/futuredigital

## About Capgemini Academy

Capgemini Academy's professionals offer what people in IT need. Our professionals have a keen eye for motivation, talent and are aware of specific contexts and circumstances. They move people to move. Programmes and courses that originate from daily experience of our both didactical and substantively strong trainers, light a fire within the individual IT professionals. Real life stories of our professionals' experience that tell how to solve problems and work with the people around it, do the rest.

An organization, like ours, helps people and their organizations day by day to get the best out of themselves and each other. We prepare them to defy tomorrow's challenges. We stimulate learning and curiosity. In order for individual IT professionals and their employers, to build better, longer and more intensive relationships. For mutual benefit.

Capgemini Academy. We transform IT professionals.

## academy.capgemini.nl