

TABLE OF CONTENTS

<i>PREFACE</i>	<i>X</i>
-----------------------	-----------------

<i>CHAPTER 1</i>	
<i>SUING UP</i>	<i>1</i>

Design Thinking	3
The Process	4
How to Use This Book	6
Fire Drill!	9
Sample Problems	11
What Happens Next?	12

<i>CHAPTER 2</i>	
<i>WHAT'S YOUR PROBLEM?</i>	<i>13</i>

Upstream Thinking	14
Barriers to Upstream Thinking	17
Selecting the Right Problem	19
Fire Drill!	23
Sample Problems	26
What Happens Next?	32

CHAPTER 3
PEOPLE AT THE CENTER **33**

Keep People at the Center	36
Fire Drill!	37
Sample Problems	39
What Happens Next?	44

CHAPTER 4
THE PUTTING OUT FIRES FRAMEWORK **45**

Levels of Capacity and Influence	48
Fire Drill!	50
Sample Problems	53
What Happens Next?	60

CHAPTER 5
EXTINGUISH THE EMBERS **61**

Innovative Extinguish Solutions	64
Fire Drill!	66
Sample Problems	69
What Happens Next?	74

CHAPTER 6
DETECT THE FLAMES **75**

An Innovative Detect Solution.	77
Fire Drill!.	79
Sample Problems	82
What Happens Next?.	87

CHAPTER 7
CONTAIN THE BLAZE **89**

An Innovative Contain Solution.	91
Fire Drill!.	93
Sample Problems	96
What Happens Next?.	101

CHAPTER 8
PREVENT THE FIRESTORM **103**

An Innovative Prevent Solution	106
Fire Drill!.	108
Sample Problems	111
What Happens Next?.	116

CHAPTER 9	
<i>PUTTING OUT THE FIRE</i>	117
Clear the Path	118
Implementation Strategies	120
Fire Drill!	123
Sample Problems	124
What Happens Next?	128
CHAPTER 10	
<i>WHEN THE SMOKE CLEARS</i>	129
Obtaining Feedback	130
Reflecting on the Process	131
Fire Drill!	132
Sample Problems	134
CONCLUSION	138
REFERENCES	139
INDEX	141