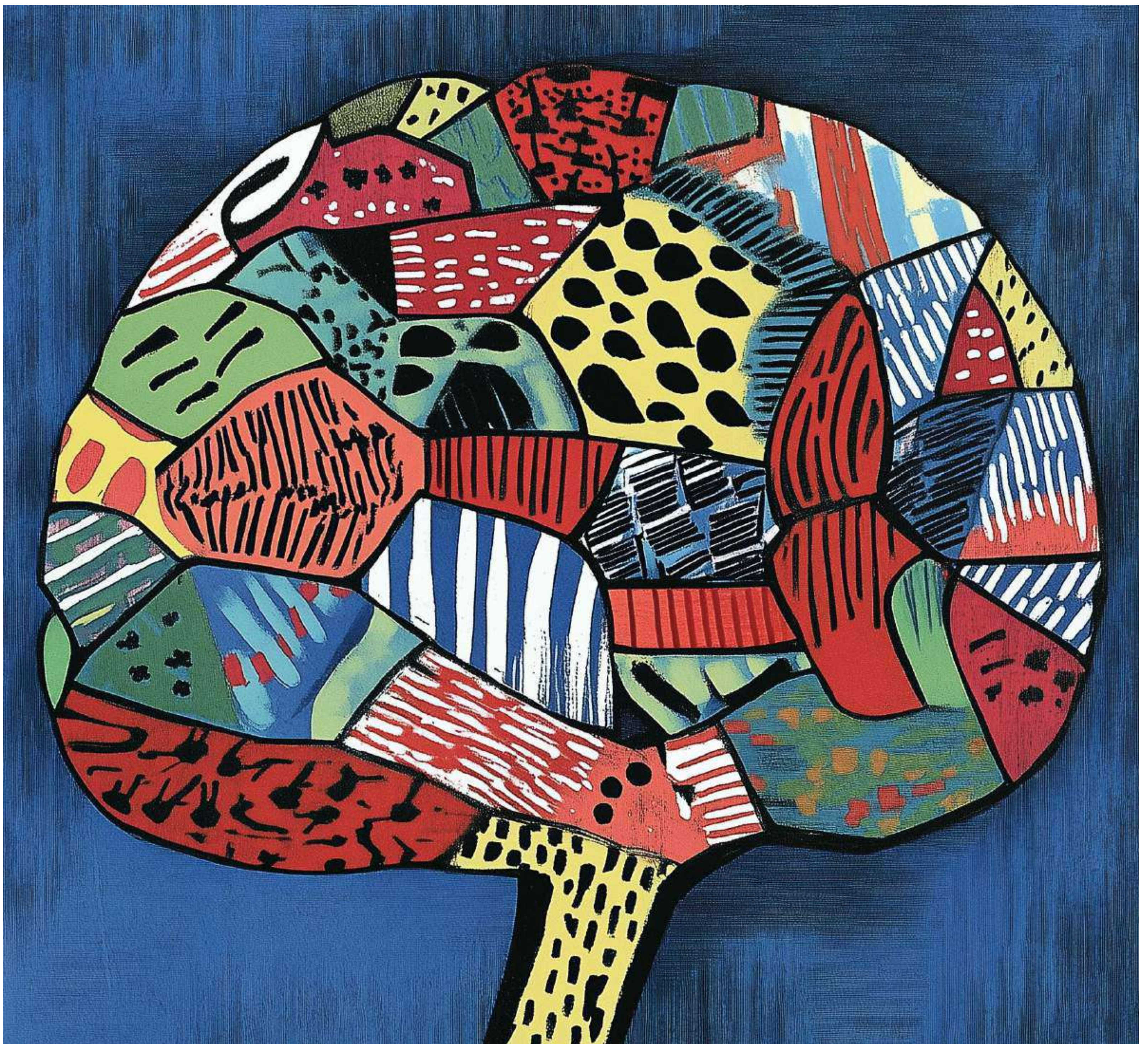


Creative Edge

The six creative moves that
turn ideas into impact



“The combination of thought and action defines creative confidence: the ability to come up with new ideas and the courage to try them out.”

— *David Kelley, Founder, IDEO*

Welcome

Remember that feeling when you spotted a connection no one else did? Or when you understood exactly what someone needed before they could explain it? As our world fills with smart algorithms, these human insights become even more valuable.

In this workbook, you'll sharpen six creative moves that tap into what makes us uniquely human:

Define → Empathize → Ideate → Prototype → Test → Storytell

What will you gain? The ability to see opportunities others miss. The confidence to try new solutions. The skills to turn challenges into breakthroughs. These exercises will change how you approach problems.

What's inside?

- **Foundation:** Core concepts explained simply
- **Workbook:** 10 exercises (2-10 minutes each)
- **Resources:** Tools to extend your practice

Turn the page to meet the partners behind this collaboration
- IDEO and reMarkable.

About IDEO

Great design starts with deep human understanding. Every innovation begins by seeing the world through others' eyes.

This belief was a key driver for David Kelley when he founded IDEO more than 40 years ago. Under his leadership, IDEO pioneered human-centered design and revolutionized how organizations approach innovation. From Apple's first mouse to breakthrough medical devices, their work has touched billions of lives.

David's core insight — that creativity isn't just for "creative types" but a capability we can all develop. This idea spread worldwide through Stanford's d.school and influenced countless organizations. The six moves in this workbook draw inspiration from IDEO's decades of applying these principles to real-world challenges.

Today, IDEO continues to apply their unique alchemy of creative talents to a tried and tested design process, helping the world's more audacious leaders create more courageous futures. And through IDEO U, their online learning platform, anyone can now learn the same methods used by their designers.

Learn more at [ideo.com](https://www.ideo.com) and [ideo.com](https://www.ideo.com/ideo-u).

About reMarkable

Harvard, 2010: Engineering student Magnus Wanberg stares at a screen that won't let him think. Another notification. Another distraction. He makes a radical decision—abandon his laptop and return to pen and paper.

Graduation day: Magnus faces four bulging boxes of notebooks. His solution created a new problem. Paper helped him think, but trapped ideas in bound pages. There had to be a better way.

2013: He assembles a team in Oslo with an ambitious goal—create a device with paper's soul and digital's convenience. Three years of development lead to the first reMarkable paper tablet. By 2020, Time magazine names its successor among the "Best Inventions of the Year."

Today, over two million people use reMarkable to think clearly, sketch freely, and turn messy ideas into something meaningful—all without a single notification in sight.

Learn more at remarkable.com.

Making the most of this workbook

Start by reading the Foundation section to understand the six creative moves and how they work together. Then dive into the exercises in the Workbook section to get hands-on practice. Here's how to make them work for you:

1. Choose your challenge

- Pick a real problem you're facing right now
- It can be personal or professional, big or small
- The more specific, the better

2. Keep it simple

- Most exercises take just 2-10 minutes
- Use whatever tools you prefer - paper, tablet, or screen
- Focus on quick insights rather than perfect outcomes

3. Build your practice

- Try different exercises on the same challenge
- Notice how each creative move reveals new possibilities
- Return to exercises that work well for you

There's no right or wrong way to use this workbook. The goal is to develop habits of seeing, thinking, and creating that serve you long after you've completed these pages.

Ready? Let's begin with the Foundation.

The human advantage

Turning everyday insights into real-world impact



Based on IDEO's design thinking methodology

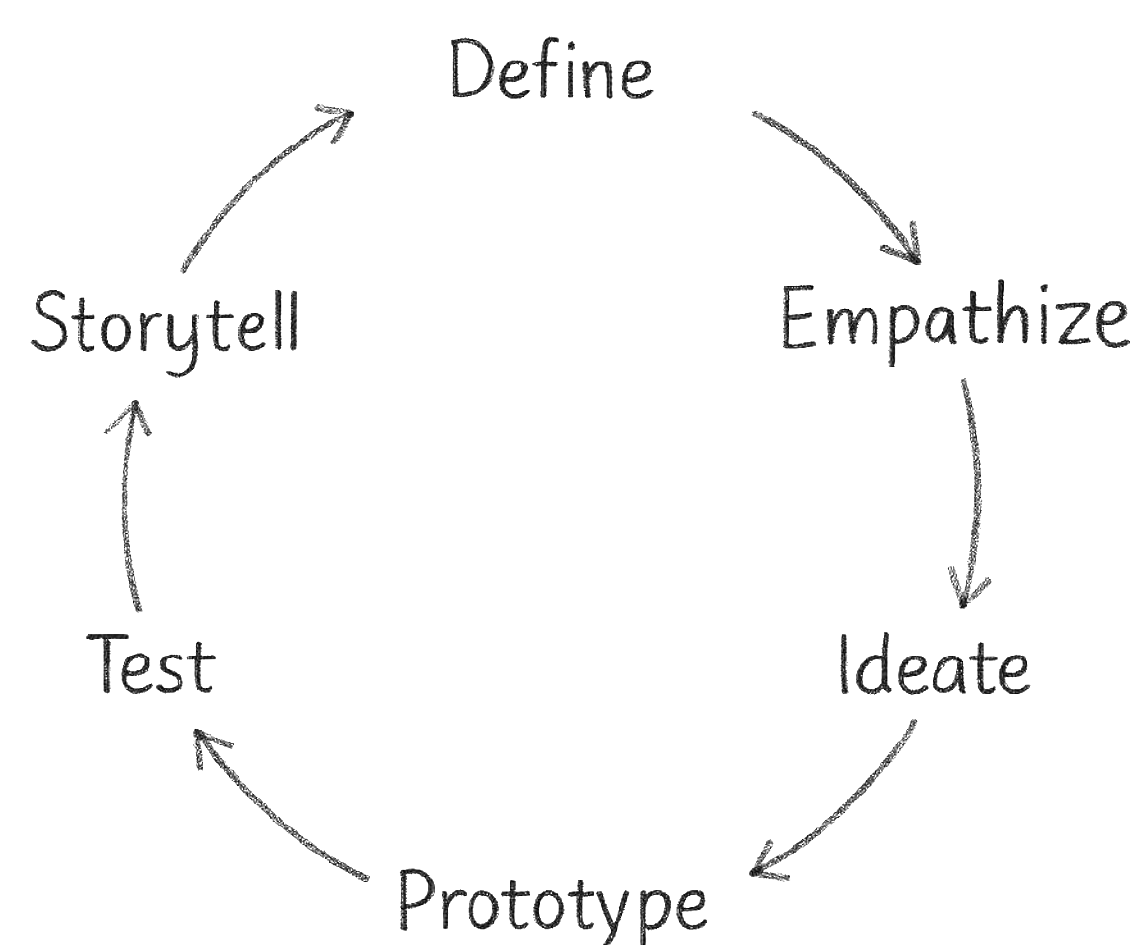


What if your biggest advantage in the age of artificial intelligence isn't your technical knowledge, but your frustration when the coffee shop gets your order wrong?

The most powerful computers on earth can detect patterns in billions of data points, but they can't feel the subtle annoyance of a poorly designed checkout line. They can't experience the small moment of delight when something works just right. These uniquely human experiences—and our ability to transform them into action—are the foundation of design thinking.

The creative loop

Design thinking follows a rhythm of six interconnected moves that can transform how you approach any challenge:



This cycle is a flexible process that invites you to focus your challenge, observe deeply, imagine possibilities, make ideas tangible, learn through testing, and share what matters. Let's see how each move works in practice.

1. Define: *Find the right problem to solve*

What if the problem isn't childhood obesity itself, but how we talk about it? When IDEO and IDEO.org worked with a health company and pediatricians, initial conversations revealed stories of stigma and frustration—time constraints left doctors and families unclear about next steps, making everyone feel stuck.

By mapping family needs before, during, and after doctor visits, the team discovered where support was truly needed: recognizing early signs, navigating appointments, and maintaining habits at home. Instead of attacking obesity directly, they reframed the entire challenge around the patient-physician journey. This shift enabled actionable guidance that reduced stigma and created clearer paths to healthier lifestyles.

This same reframing works for personal challenges. If you struggle with keeping your home organized, defining the problem as "I need more storage" might lead to buying containers you'll never use. But reframing it as "How might I reduce what comes into my house in the first place?" opens completely different solution possibilities.

Practice it by: Questioning initial assumptions. Looking for patterns across observations. Asking "What's the problem behind the problem?"

2. Empathize: *Go beyond what people say*

A startup came to IDEO for help designing an AI writing tool for students and teachers. Research revealed obvious problems: teachers found grading laborious and inefficient, while students struggled with blank-page paralysis. But deeper engagement showed what both groups truly wanted: teachers yearned to give personalized feedback that helps students grow, while students craved help diving into the writing process.

By building empathy through design research, the team discovered the AI tool shouldn't just replace teacher feedback or do students' work. It needed to make personalized, clear feedback possible for all students and provide prompts that help them start writing and thinking more quickly.

This approach works in personal life too. When helping a friend struggling with exercise, listening to their words might suggest they lack motivation. But by joining them, you might notice practical barriers — perhaps their schedule forces them to exercise when most tired, or their equipment causes discomfort.

Practice it by: Observing without immediately judging. Asking "why" questions that go deeper than surface explanations. Noticing emotional responses alongside functional needs.

3. Ideate: *Generate possibilities without judgment*

In 2021, American teachers faced extreme burnout—the highest of all professions at 44 percent. A high-performing urban charter school network welcoming a new CEO partnered with IDEO to design a fresh purpose, mission, and cultural values during this moment of change.

To ensure real community input, the IDEO team invited principals, PTA members, students, and board members to participate in creative activities like vision boards and poems about the network's impact. These play moments let tired teachers step away from daily tasks and think expansively about their future. The team also collected stories from the broader community about what the school network looks like at its very best.

By ideating together, all community members charted a new course everyone could believe in.

Practice it by: Setting a timer and going for quantity over quality. Saying "yes, and..." to build on ideas instead of "but" or "no." Treating wild ideas as stepping stones to better solutions rather than rejecting them immediately.

4. Prototype: *Make ideas tangible quickly*

When Airbnb founders needed to pay their San Francisco rent in 2007, they didn't build a complex platform. Their first prototype was simply three air mattresses in their apartment and a basic website called "AirBed & Breakfast." During an Industrial Design Society conference when hotels were booked solid, they hosted three designers for \$80 each, offering breakfast and internet. Those guests validated the core concept — that people would stay in strangers' homes — proving their idea before any complex development.

Similarly, when Steelcase and IDEO collaborated on classroom furniture, they built full-scale prototypes and tested them with students at Bay Area colleges. Users provided immediate feedback that teams used to swap parts and iterate on the spot. This approach revealed insights about student needs that shaped the award-winning Node chair, showing that rapid testing drives better design.

In your personal life, prototyping might mean testing a new morning routine for just three days before committing to it, or rearranging furniture with cardboard boxes before buying new pieces.

Practice it by: Using available materials to create rough versions. Testing assumptions rather than entire solutions. Embracing imperfection as a means to faster learning.

5. Test: *Learn through real interaction*

How do you design something for a part of the body you can't see? IDEO designers faced this challenge creating a medical device for at-home cervical cancer screening—women would need to collect samples blind, standing in a bathroom, using one hand, without contamination.

Rather than guessing what might work, the team created functional prototypes and brought in diverse voices—including trans people and minority and disabled women—to test with real users from day one. Through actual use, they discovered not only what worked functionally, but what felt comfortable and dignified. The result was an FDA-approved device that many users actually prefer to traditional doctor's office procedures.

This approach works in everyday situations too. Testing a new recipe with friends before an important dinner party, or practicing a presentation with family before delivering it at work, reveals insights you'd never anticipate on your own.

Practice it by: Watching what people actually do, not just what they say. Embracing unexpected behaviors as valuable insights. Staying curious about failures rather than dismissing them.

6. Storytell: *Share what matters*

When IDEO partnered with a company reviving supersonic passenger travel, executives struggled to understand what their design choices would mean for passengers. Abstract concepts and technical drawings couldn't tell the story of what it would feel like to fly.

So IDEO built a full-scale plywood and foam core fuselage that executives could step inside and experience firsthand. Suddenly, seat spacing wasn't just a number—it was the difference between comfort and claustrophobia at 60,000 feet. Lavatory size wasn't a specification—it was whether passengers could move naturally in turbulence. By creating a story passengers could literally walk through, executives could champion the traveler experience with genuine understanding.

This approach works in everyday situations too. When convincing your family to try a new weekend routine, showing them how it would make Saturday mornings less chaotic works better than explaining why it's efficient.

Practice it by: Focus on feelings, not features. Use specific examples people can picture. Test your story on someone first.

Find more details on the IDEO case studies at [ideo.com/work](https://www.ideo.com/work)

The power of the 6-step cycle

Think of this circular process as breathing: inhaling possibility, exhaling decision. When we empathize, we open ourselves to many observations and perspectives, expanding our understanding. As we define challenges, we begin to focus but frame problems broadly enough for innovation. Ideation expands our thinking again into new possibilities and unexpected combinations. Prototyping and testing narrow to what works in practice. And story telling both distills insights and spreads them to others—beginning the cycle anew.

Design thinkers call this the rhythm of divergence and convergence. Some moves widen options (diverge) while others focus them (converge). This pattern mirrors how our brains naturally generate and evaluate ideas—alternating between open exploration and critical refinement.

Like any skill, this process becomes more natural with practice. You'll develop an intuitive sense for when to explore broadly and when to focus narrowly, when to generate options and when to make choices.

Why this matters

In a world where algorithms handle more of our routine tasks, the ability to notice what others miss, reframe problems, imagine possibilities, learn through making, and

tell compelling stories becomes your creative edge. These distinctly human moves help you see challenges differently and craft solutions that algorithms can't imagine.

The exercises that follow help you develop these abilities through practical application. Whether you're designing products, improving processes, or tackling personal challenges, these tools will help you see problems differently and craft solutions others miss.

Ready to practice? Turn the page for 10 practical exercises that will sharpen your creative edge. Each exercise strengthens one of the six essential moves, giving you tools to transform everyday insights into meaningful solutions.

Workbook exercises

Putting your creative edge into practice



Getting started

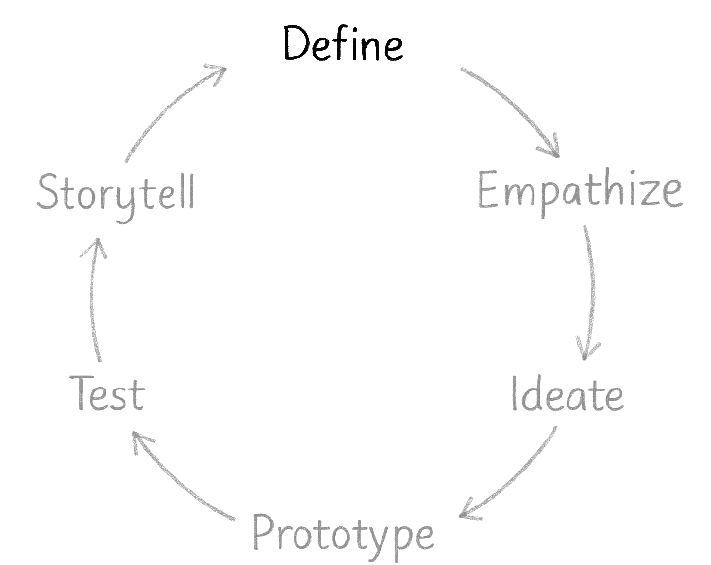
This workbook gives you hands-on practice with the six creative moves that build your creative edge: define, empathize, ideate, prototype, test, and storytell. Each exercise is designed to strengthen a specific move.

How to get the most from these 10 exercises?

1. **Choose your challenge:** Select a specific problem you're currently facing
2. **Follow the flow:** Work through the exercises in order
3. **Use the visual cues:** Tabs show which creative move each exercise builds
4. **Keep it simple:** Most exercises take just 2-10 minutes
5. **Practice regularly:** Your creative edge sharpens with every use

Remember, these exercises are designed to work together and build on each other. How you define problems shapes what you empathize with, which informs your ideation, prototyping, testing, and storytelling.

Turn the page to practice the first move: Define.



Purpose statement

This 3-minute exercise helps clarify the fundamental "why" behind any project or change, giving you clearer direction and stronger motivation.

Why does this really matter to you?

1. Think of a change you want to make or a project you're working on
2. Set a timer for 3 minutes
3. Complete "This matters because..." in 9 different ways
4. Circle the statement that feels most meaningful and energizing

Tip: Pay attention to which statements actually excite you versus which ones just sound good on paper. Your true purpose often gives you energy rather than draining it.

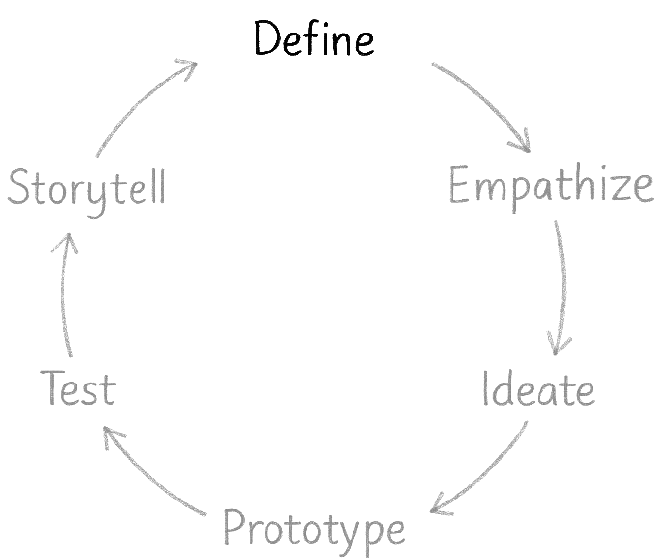
Example: Redesigning our team's weekly meeting format

1. ... it will help us make decisions more efficiently
2. ... team members feel their time isn't well-used currently
3. ... it creates space for quieter voices to contribute
4. ... alignment on priorities reduces duplicate work
5. ... it models how I want meetings run throughout the company
6. ... improved communication leads to better outcomes
7. ... it shows I value my team's time and input
8. ... the current format doesn't reflect our team culture
9. ... how we meet influences how we collaborate daily

Most exciting: Statement 3 - Looking at this, I realized I'm not just trying to fix meetings - I actually care most about making sure everyone on the team feels heard and valued.

	<div>Intro</div> <div>Foundation</div> <div>Workbook</div> <div>Resources</div>	<div><</div> <div>Exercise 1 / 10</div> <div>></div>
Project		
This matters because...	1	
	2	
	3	
	4	
	5	
	6	
	7	
	8	
	9	
Which statement excites you the most, and why?		

Problem → Opportunity



Often we get stuck solving the wrong problem. This exercise helps you dig deeper to find the real issue and turn it into exciting opportunities for change.

What challenge are you wrestling with?

1. Frame it as "How might we..." to open up possibilities
2. Ask yourself "Why is this a problem?" five times, with each answer leading to your next "why" question - this helps you get to the root cause
3. Create two fresh "How might we" statements that look at your challenge in new ways (think broader or more specific than your original)
4. Circle the statement that excites you most

Tip: Good opportunity statements are optimistic, focused on outcomes people care about, and open enough to inspire multiple solutions.

Initial statement

How might we find time for family dinner during busy weeknights?

1. Why

Because everyone has different schedules and activities

2. Why

Because we're trying to fit too many commitments into limited time

3. Why

Because we feel pressure to participate in everything available to us

4. Why

Because we fear missing out on important experiences and opportunities

5. Why

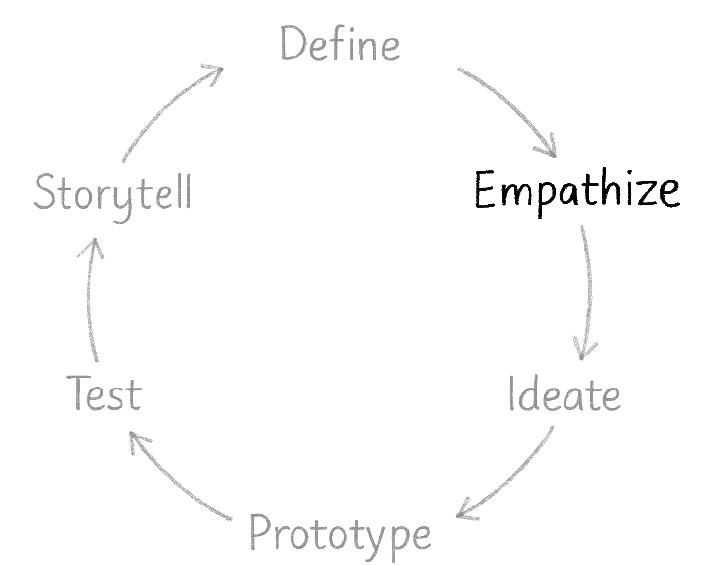
Because we haven't defined what truly matters most to us as a family

New opportunity statement

How might we make meaningful family moments that don't depend on everyone's schedule?

New opportunity statement

How might we build our family identity around what truly matters to us?



Empathy snapshot

Truly innovative ideas and solutions come from understanding people's real needs - not just what they say, but why they do what they do. This exercise helps you see beyond surface behaviors to the hidden motivations that drive them.

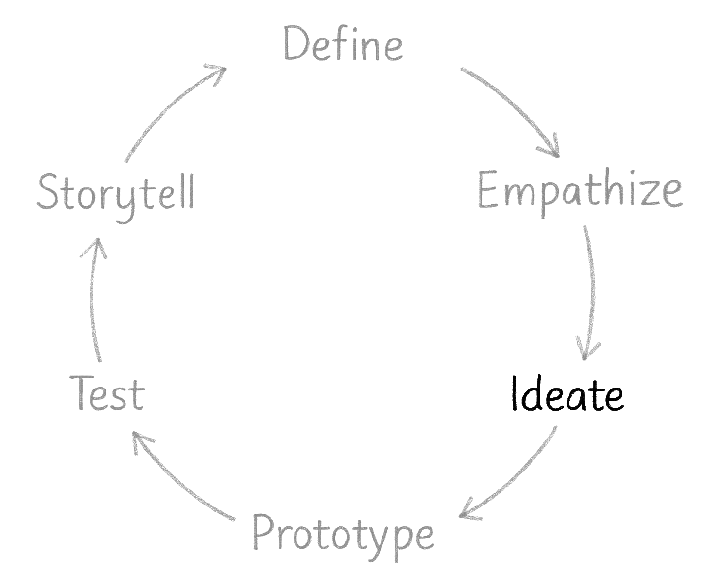
What makes someone tick?

1. Think of a person related to the previous exercise
2. "What I've observed": note behaviors or statements you've seen or heard
3. "What might be behind it": explore possible feelings, thoughts, or needs driving those behaviors
4. Consider how this deeper understanding might change your approach

Tip: Look for patterns. Often the most revealing insights come from noticing what happens repeatedly or in different contexts.

Person

		Intro Foundation Workbook Resources		◀ Exercise 3 / 10 ▶	
What I've observed			What might be behind		
<i>Buys pre-cut vegetables despite higher cost</i>			<i>Values time efficiency over cost savings</i>		
<i>Frequently checks phone while cooking</i>			<i>Splits attention between responsibilities</i>		
<i>Sighs when looking in refrigerator</i>			<i>Feels overwhelmed by meal decisions</i>		
Changed approach					
<i>Instead of focusing on nutritional education, I need to address the time pressure and decision fatigue that make healthy cooking challenging.</i>					



Circles challenge

This 3-minute brainstorming activity trains your brain to generate ideas rapidly and bypass your internal critic—foundational skills for effective brainstorming.

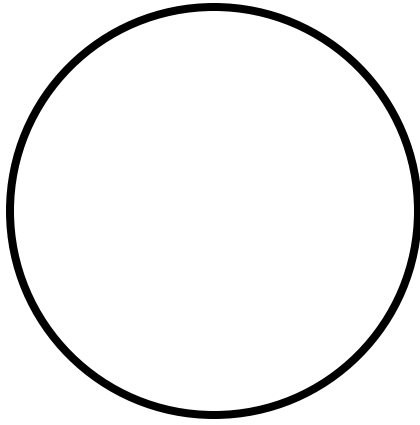
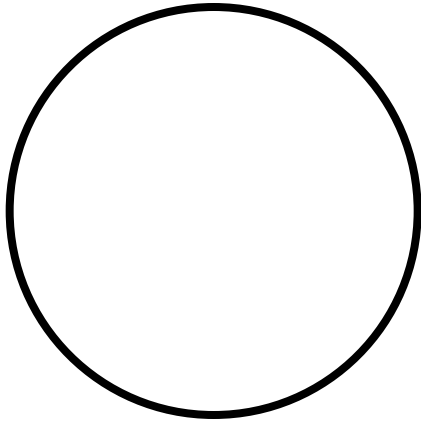
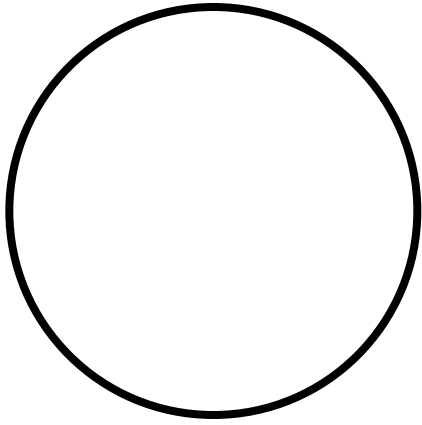
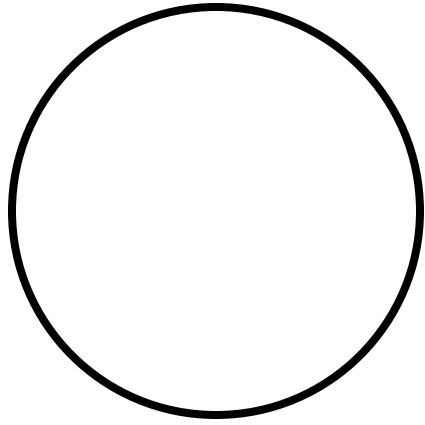
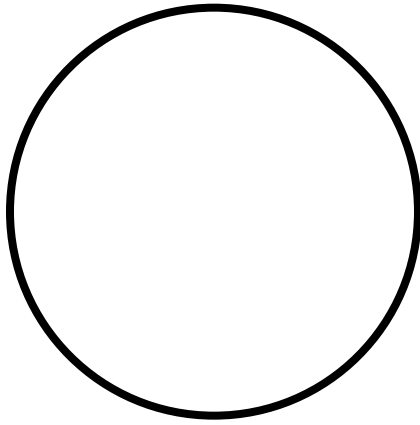
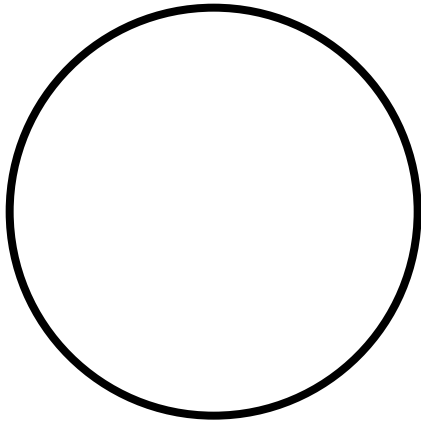
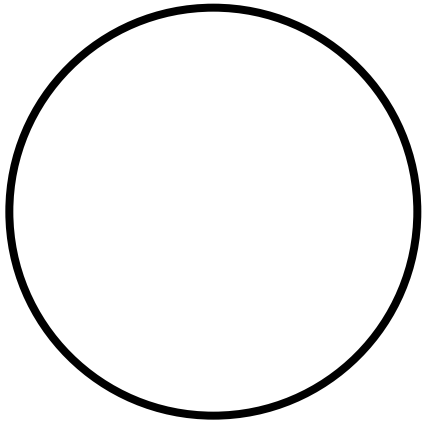
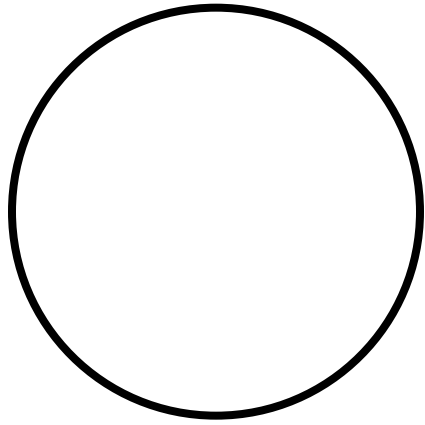
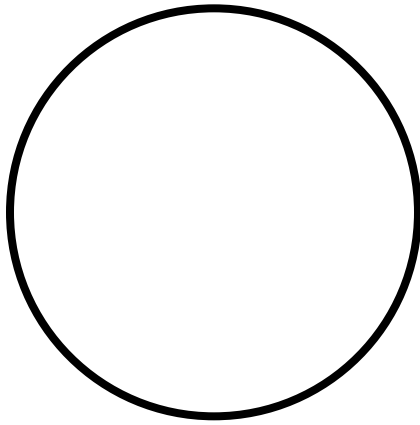
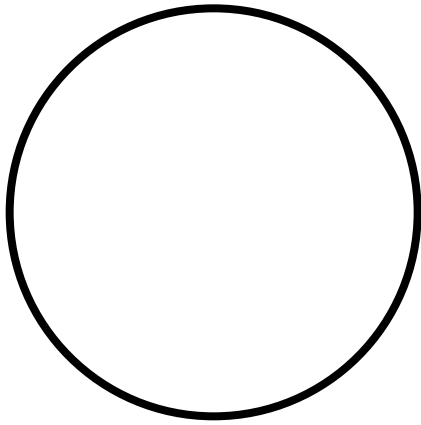
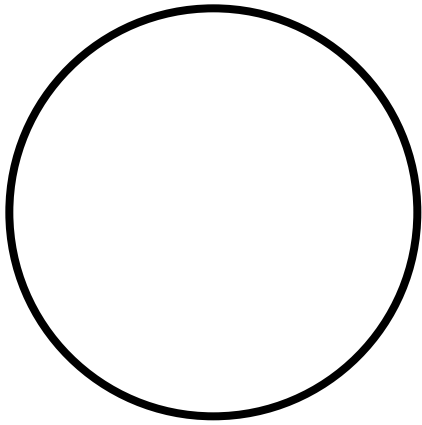
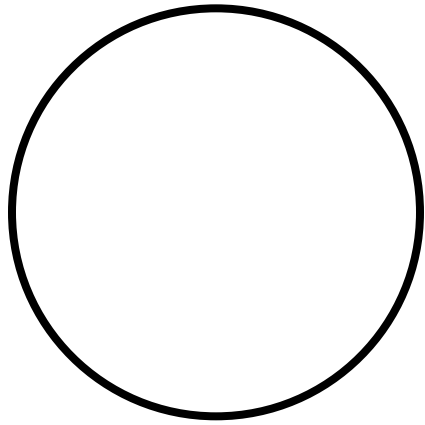
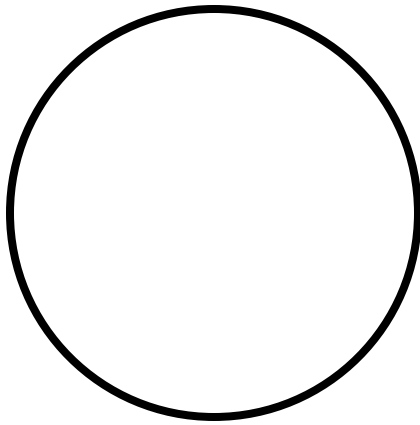
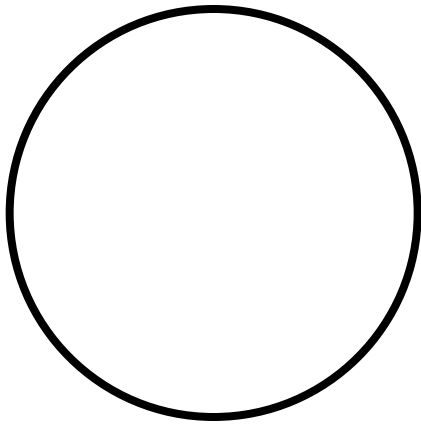
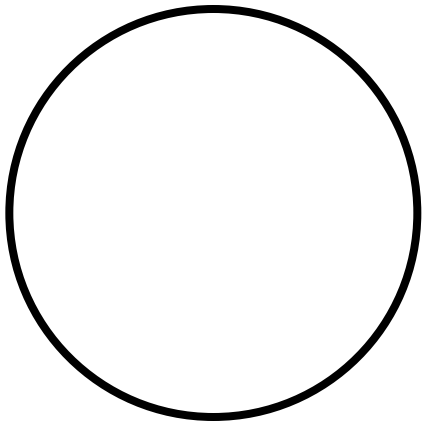
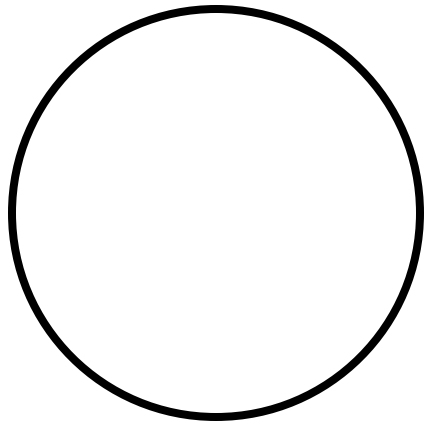
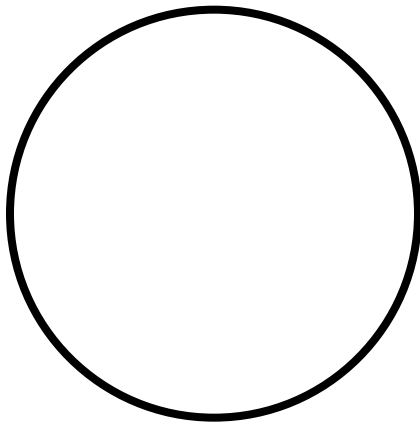
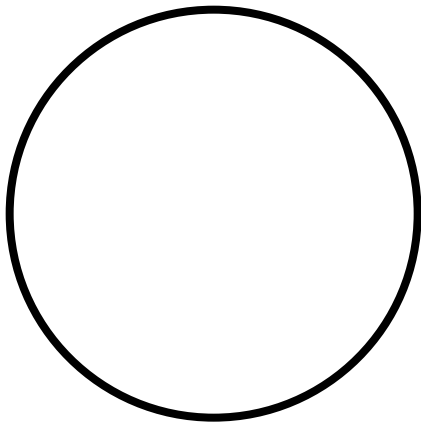
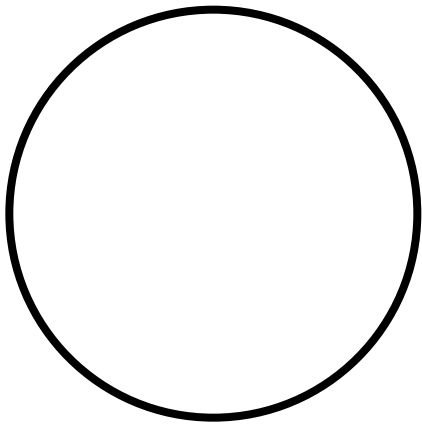
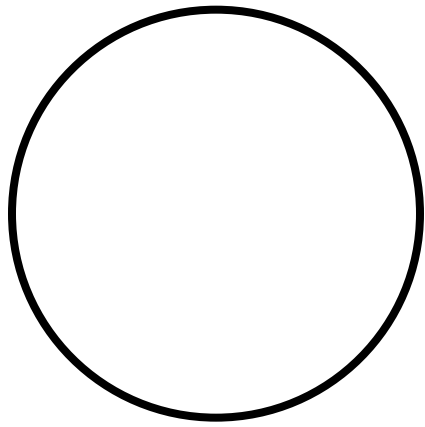
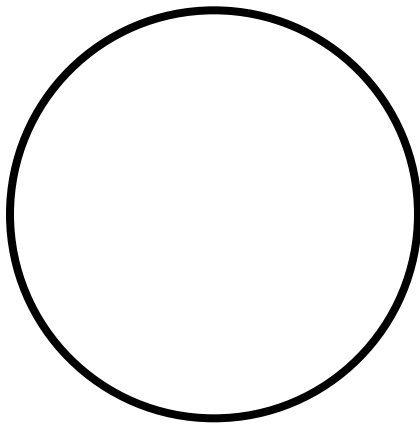
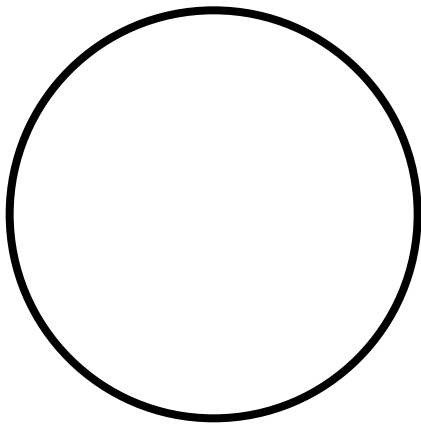
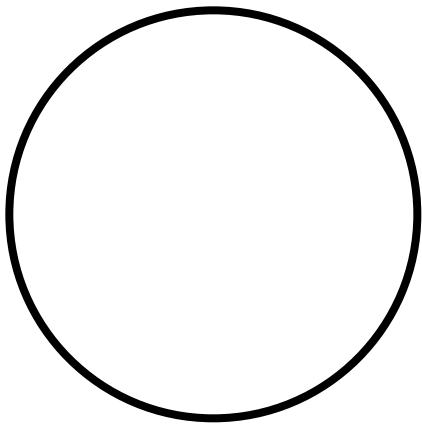
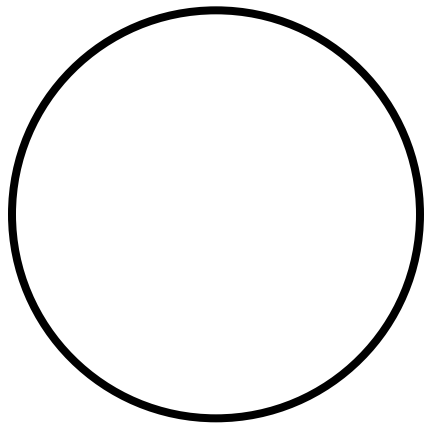
How quickly can you transform circles into recognizable objects?

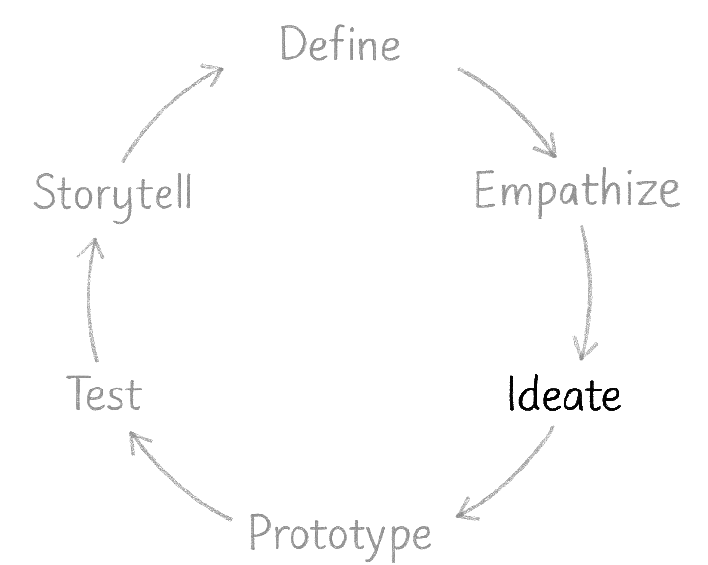
1. Set a timer for 3 minutes
2. Transform as many circles as possible into recognizable objects
3. Go for quantity over perfection
4. Try to make each drawing unique

Tip: Watch what happens after obvious ideas run out—this is when true creativity begins. Push past easy solutions and keep going! The more circles you complete, the more your brain learns to access original thinking.

Examples







Inspiration safari

Great ideas often come from unexpected places. This quick exercise helps you break free from conventional thinking.

What can everyday objects teach you?

1. Choose a challenge you're currently working on
2. Pick your adventure:



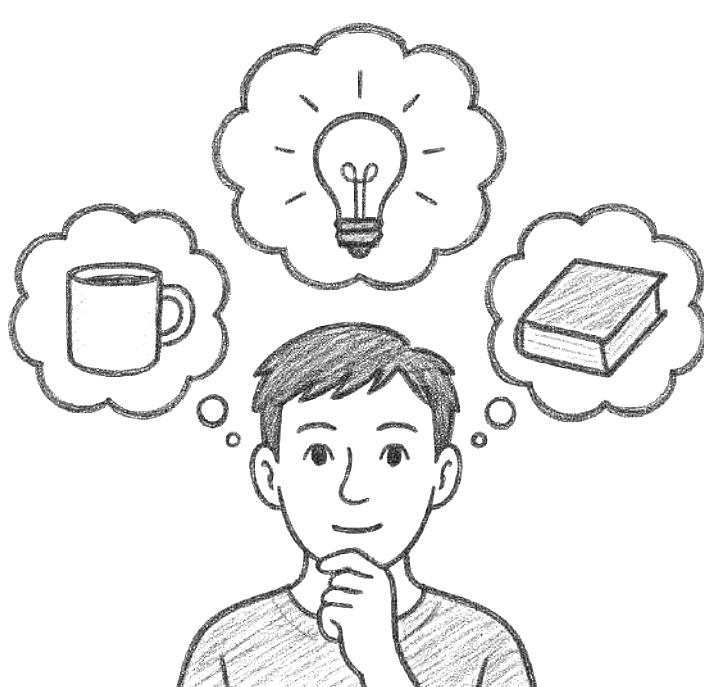
Field trip — When you have more time

Visit a place unrelated to your work (museum, store, park). Collect 3 observations and connect them to the challenge you're facing.



Memory lane — 5 minutes

Think of a place you know well (childhood home, favorite store, etc.) Mentally "walk through" it and note 3 distinctive features.



Right here — 5 minutes

Look around your current environment. Select 3 random objects. For each object, ask: "What does this make me think about for my challenge?"

Intro

Foundation

Workbook

Resources

<

Exercise 5 / 10

>

Example

Making our onboarding process better for new team members

☐ Field trip

☐ Memory lane

☒ Right here

Observation

Object

Coffee maker

How this applies to my challenge

The step-by-step instructions! We could create a visual guide instead of our text-heavy manual.

Observation

Object

Houseplant

How this applies to my challenge

It needs different care at different stages. We should adjust check-ins based on tenure.

Observation

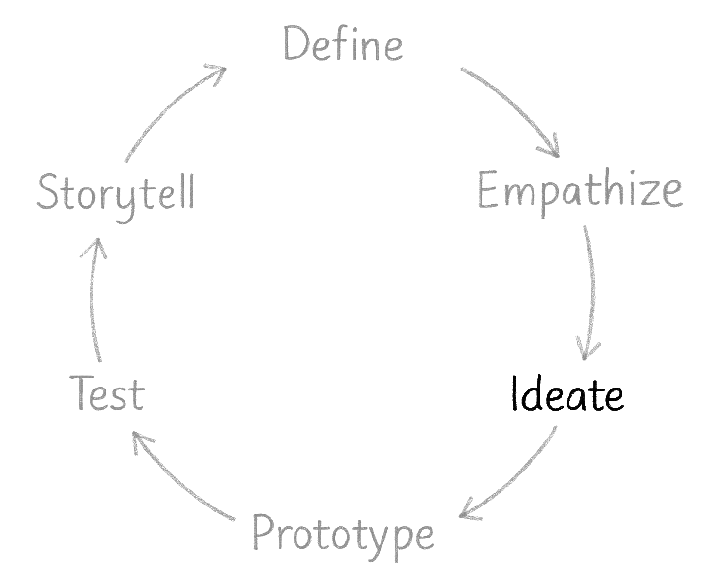
Object

Key ring

How this applies to my challenge

Having everything together in one place makes sense. We need a single resource hub.

	<div>IntroFoundationWorkbookResources</div>			<div><Exercise 5 / 10></div>	
Challenge					
	<div><input type="checkbox"/> Field trip<input type="checkbox"/> Memory lane<input type="checkbox"/> Right here</div>				
	Observation	Object			
		How this applies to my challenge			
	Observation	Object			
		How this applies to my challenge			
	Observation	Object			
How this applies to my challenge					



Iterative ideation

Even experts can struggle to move beyond obvious solutions. Building on your empathy insights and problem definition, this exercise helps you bypass your brain's tendency to settle on first ideas by creating conditions for unexpected connections and iterative improvement.

Ready to push past your first ideas?

1. Review your previous opportunity statements and empathy insights
2. Set a timer for 3 minutes and generate as many ideas as possible
3. Take a 2-minute break (step away, stretch, let your mind breathe)
4. Set another 3-minute timer and generate more, very different ideas
5. Circle your two most promising ideas
6. For each, note one way to make it more desirable, feasible, or viable

Opportunity statement

How might we create more effective remote/hybrid team communication?

Round 1

Weekly team newsletter, better meeting agendas, virtual office hours, daily video check-ins

Round 2

"Walking meeting" phone calls for 1:1s, rotating "connection facilitator" role, asynchronous video updates instead of meetings

“The best way to have a good idea is to have lots of ideas.”

— *Linus Pauling, Nobel Prize-winning chemist*

Idea

Rotating "connection facilitator" role

Make it better

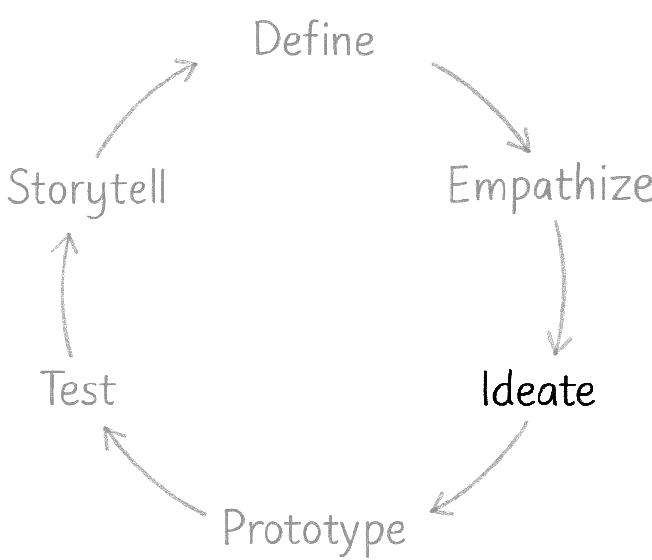
Include simple training and template to make the role accessible to everyone

Idea

Asynchronous video updates

Make it better

Add interactive element where team members can respond with questions or insights



Constrained creativity

Counterintuitively, limitations often spark greater creativity than complete freedom. This exercise uses deliberate constraints to push your thinking in new directions.

What happens when you add limits?

- 1. Take the challenge from your previous exercise
- 2. Apply each constraint, generating 3 new ideas for each
- 3. Notice how the constraints push you to think differently
- 4. Circle the most promising idea from each constraint

Tip: Make your own rules and constraints: “What if it cost nothing?” “What if a child designed it?” Different limitations spark unexpected solutions.

What if you had zero budget?

Example: How to make my daily commute more delightful

1.

Create commute playlist with songs from teenage years
2.

Find one podcast that makes you laugh
3.

Practice meditation techniques at red lights

“The human race built most nobly when limitations were greatest.”

— *Frank Lloyd Wright, Architect*

What if you only had 5 minutes?

1.

Text a different friend each morning commute
2.

Plan your day with voice memos
3.

Discover new side streets and shortcuts

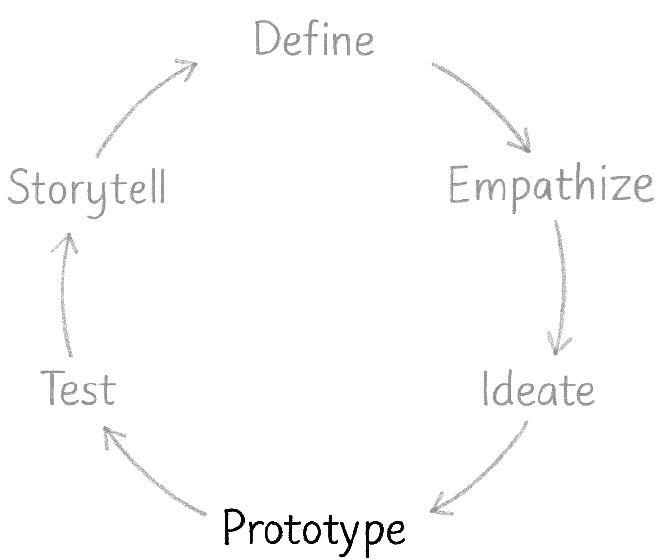
What if it had to delight a child?

1.

Call niece/nephew for quick morning story
2.

Practice a magic trick
3.

Learn one fun fact to share at dinner



Rapid prototyping

The best way to test an idea isn't to debate it—it's to experience it. This exercise helps you create a quick "rough draft" of your idea so you can improve it before investing too much time.

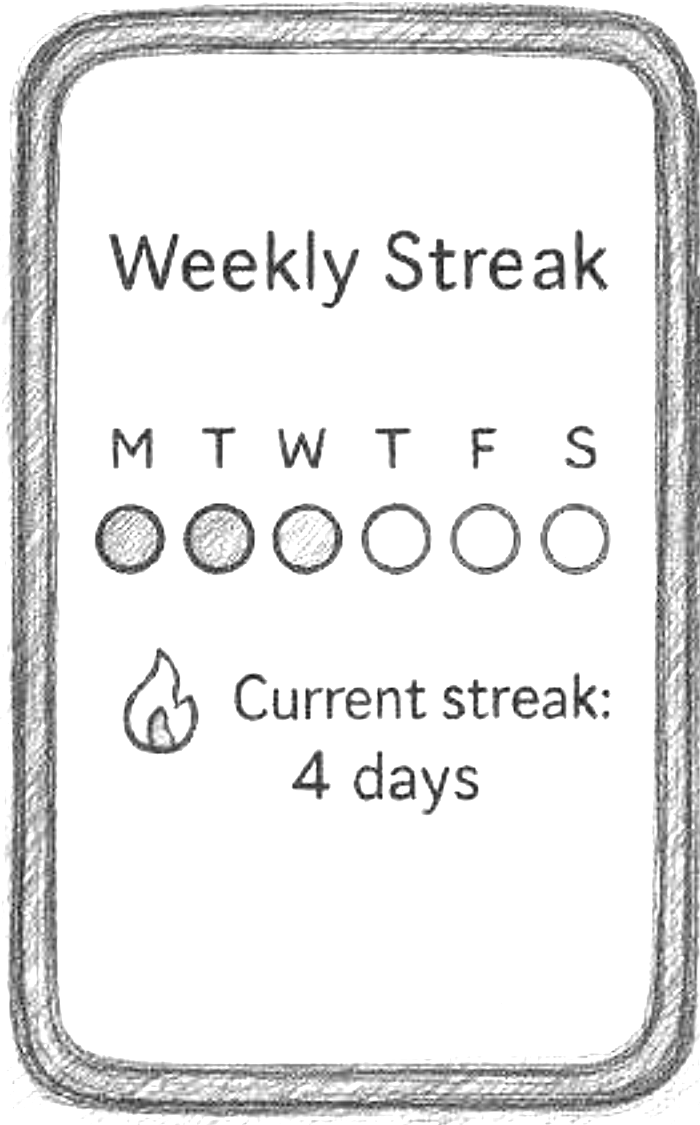
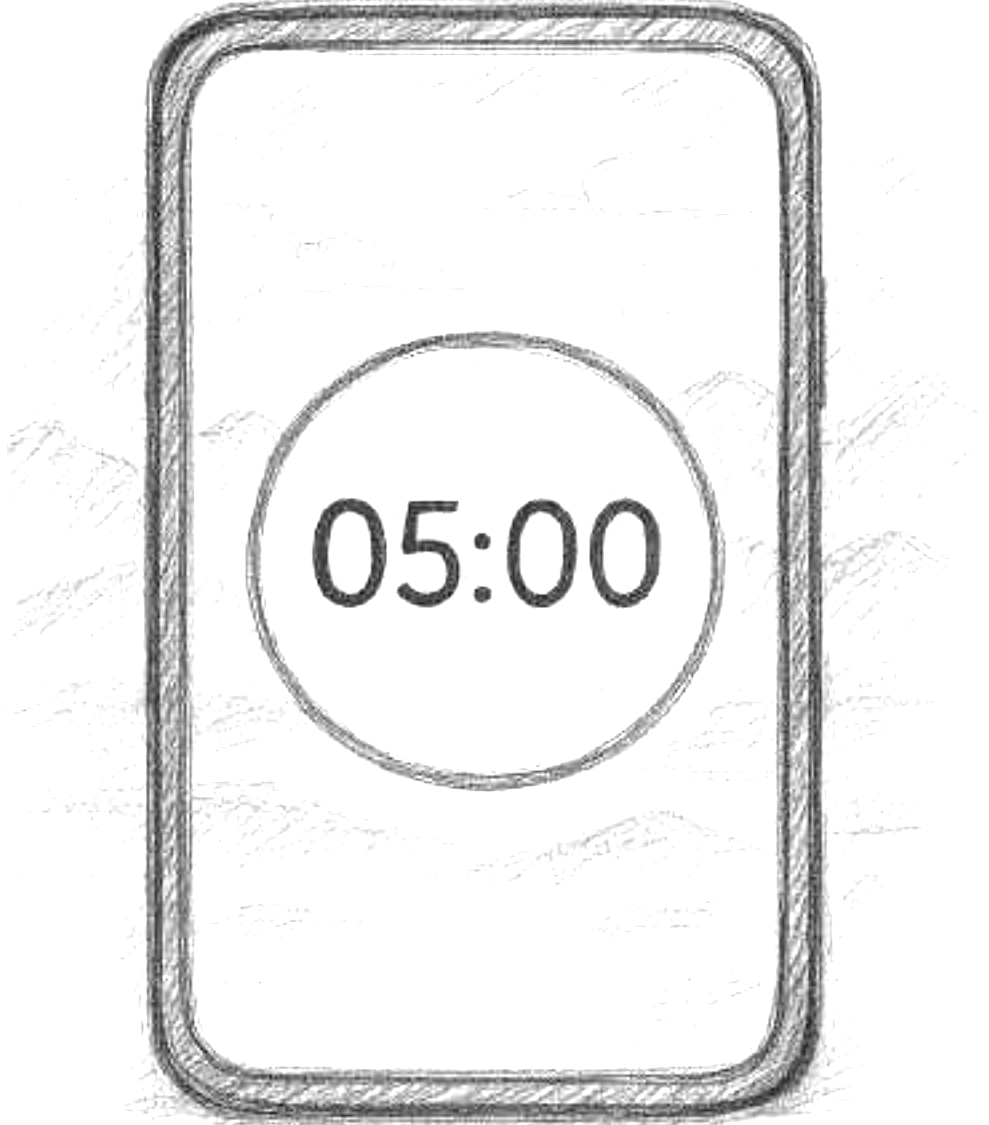
Ready to make your idea real?

1. Select your most promising idea from previous exercises
2. Identify what you most want to learn about your idea
3. Create the simplest possible version using ONE of these approaches:
 - Draw a sketch showing how it would work
 - Write a short story about someone using your idea
 - Describe it in words
4. Choose someone whose perspective you value (friend, colleague, etc.)
5. Imagine how they would respond to your prototype
6. What did you learn? Improve your idea based on the new insights

Selected idea *"Morning Momentum" - A routine-building app for productive mornings*

Want to learn *Would people stick with the app, or would it become another abandoned tool?*

Simplest version



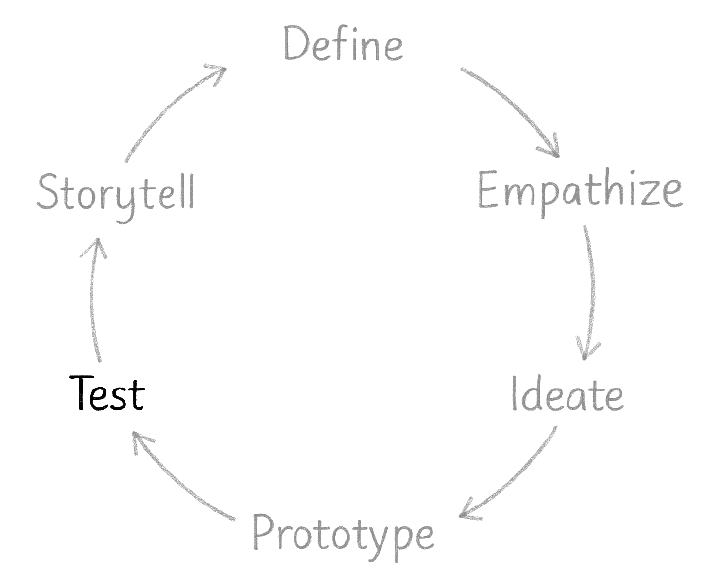
"If a picture is worth a thousand words, a prototype is worth a thousand meetings"

— IDEO

Person’s perspective	<i>My friend Jamie who struggles with consistency but loves games</i>
What they'd like most	<i>The streak tracking feature would appeal to Jamie's competitive nature</i>
What would confuse them	<i>Too many options at the beginning might feel overwhelming</i>
What they'd suggest	<i>Add a "quick morning" option to maintain the streak without pressure</i>

Improved version

*Add a "quick morning" option that takes just 1 minute but still counts toward streak.
Include simple celebration animations to make completion more satisfying.*



What would it take?

This simple flip in how you evaluate ideas helps cut through opinion-based debates and gets everyone focused on what actually matters: the conditions for success.

What would need to happen for this to work?

1. Pick an idea you're excited about or a change you want to make
2. Ask "What would have to be true for this to work?"
3. List up to 5 conditions that would need to be met
4. For each condition, rate how likely it is (1-5, where 5 is very likely)
5. Which condition feels trickiest? That's your starting point

Tip: This approach works magic in group settings where opinions clash. It moves everyone from "I think this will/won't work" to "Let's figure out what would need to be true for it to work."

Example: Creating a mental health day policy that people actually use

What would have to be true for this to succeed?

1. People would feel safe taking time off without career penalties (Likelihood: 2)
2. The culture would recognize mental health as important as physical health (Likelihood: 3)
3. Workloads would accommodate occasional absences without crisis (Likelihood: 2)
4. Leaders would visibly model using the policy themselves (Likelihood: 1)
5. The process would be simple and non-invasive about personal details (Likelihood: 4)

Most uncertain condition: #4 - Leaders modeling the behavior themselves. I could test this by starting with one team where the manager commits to transparently using the policy first, then measuring how usage patterns compare to other teams.

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

— *Albert Einstein*

What would have to be true for this to succeed?

Idea

1

Likelihood

①②③④⑤

2

Likelihood

①②③④⑤

3

Likelihood

①②③④⑤

4

Likelihood

①②③④⑤

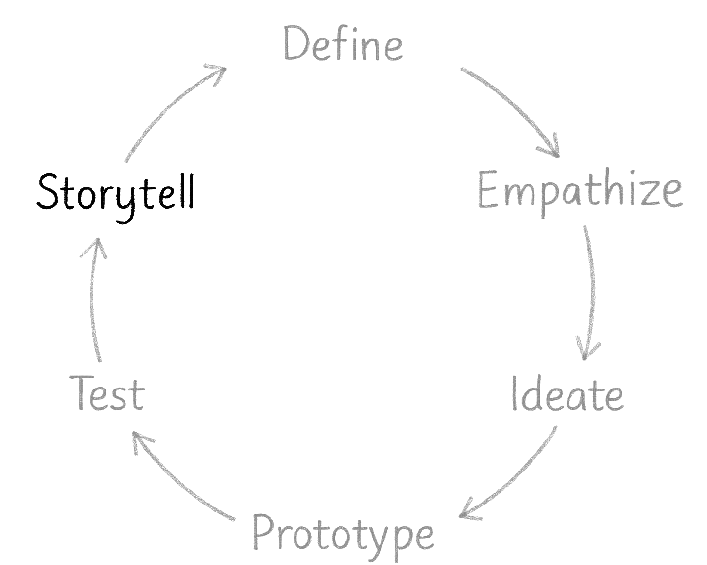
5

Likelihood

①②③④⑤

Which condition seems most uncertain, and how might I test it?

Impact narrative



Even game-changing ideas need champions to create real impact. This exercise transforms your solution into a story so compelling that others will be excited to help bring it to life.

How do you get others excited about your idea?

1. Know your audience

- List 2-3 different stakeholders who need to embrace your idea
- What specific concerns drive each stakeholder?
- What language and values resonate with them?

2. Build your story backbone using the CATI framework

- **Challenge:** What problem makes your solution necessary?
- **Approach:** How did you explore and develop your solution?
- **Transformation:** What changed because of your work?
- **Impact:** Why should your audience care deeply about this?

3. Turn your CATI points into a flowing story that connects challenge → approach → transformation → impact

4. Tailor your message - For each stakeholder, note:

- Which part of your story to emphasize (what matters to them?)
- What specific language or examples will resonate with them

Tip: Great storytellers start with the human challenge that creates a need, then reveal how their solution creates meaningful change.

	Intro Foundation Workbook Resources		◀ Exercise 10 / 10 ▶	
<div>What are you sharing</div> <div>Patient experience improvement at Community Health Clinic</div>				
Audience	Stakeholders	Stakeholder <i>Hospital administrators</i>	Cares about <i>Efficiency, costs, patient outcomes</i>	
		Stakeholder <i>Medical staff</i>	Cares about <i>Patient experience, work environment</i>	
		Stakeholder <i>Technology team</i>	Cares about <i>User adoption, measurable results</i>	
CAPI story backbone	Challenge	<ul style="list-style-type: none">47-minute average wait times; frustrated patients30% leaving without scheduling critical follow-ups		
	Approach	<ul style="list-style-type: none">Shadowed real patients throughout their entire journeyDiscovered registration process was the true bottleneck		
	Transformation	<ul style="list-style-type: none">Redesigned intake forms; created simple digital check-inCut wait times from 47 to under 15 minutes		
	Impact	<ul style="list-style-type: none">85% follow-up completion (vs. previous 70%)Staff report significantly reduced workplace stressMeasurable improvement in patient health outcomes		

	Intro		Foundation	Workbook	Resources	◀ Exercise 10 / 10 ▶	
CAPI story	Challenge	<p>Patients were waiting 47 minutes on average to see doctors, with 30% leaving without scheduling needed follow-ups. Behind these numbers were real people: parents missing work, elderly patients uncomfortable in waiting rooms, and stressed staff.</p>					
	Approach	<p>By shadowing patients through their entire experience, we discovered the actual doctor visit was efficient—it was the registration process causing the backup.</p>					
	Transformation	<p>Redesigning intake forms and creating a simple digital check-in reduced wait times to under 15 minutes.</p>					
	Impact	<p>Now 85% of patients complete their recommended follow-ups, staff report less stress, and most importantly, patient health outcomes have improved significantly.</p>					
Tailoring	Stakeholders	Stakeholder <i>Hospital administrators</i>	Focus on <i>85% follow-up rate and health outcomes</i>				
		Stakeholder <i>Medical staff</i>	Focus on <i>Patient experience and less workplace stress</i>				
		Stakeholder <i>Technology team</i>	Focus on <i>How a simple digital solution created results</i>				

	Intro Foundation Workbook Resources		<div>◀ Exercise 10 / 10 ▶</div>	
What are you sharing				
Audience	Stakeholders	Stakeholder	Cares about	
		Stakeholder	Cares about	
		Stakeholder	Cares about	
CAPI story backbone	Challenge			
	Approach			
	Transformation			
	Impact			

	Intro Foundation Workbook Resources			◀ Exercise 10 / 10 ▶		
CAPI story	Challenge					
	Approach					
	Transformation					
	Impact					
Tailoring	Stakeholders	Stakeholder	Focus on			
		Stakeholder	Focus on			
		Stakeholder	Focus on			

Your creative practice begins

You've explored the six creative moves, discovered how to see differently, and practiced turning insights into action. What matters now is bringing them into your everyday life—to the challenges, opportunities, and problems that matter to you.

What three insights changed how you see creativity?

1

2

3

What's one real challenge you'll tackle using these tools?

Which creative move will help you start?

I commit to using these creative moves in my daily life, approaching challenges with curiosity and confidence. A year from now, this moment will mark when I began thinking and creating differently.

Place, date, and signature

Share and give feedback

Know someone wrestling with a creative challenge?

Share this workbook with them - sometimes the best way to deepen our own practice is to guide others in theirs.

- Send this PDF to them directly, or
- Direct them to bit.ly/creativeedgeworkbook

Give your feedback

We'd love to hear if this workbook has helped shape your creative practice. Scan the QR code below or visit the link for a 2-minute survey.



bit.ly/creativeedgefeedback

Read on to continue your creative journey

In the final chapter—the resources—explore IDEO U courses to deepen your practice (special discount inside), discover more IDEO case studies, join the reThink newsletter for monthly creative inspiration, and more..

Beyond the edge

Resources for pushing your creative boundaries



IDEO

ideou.com: IDEO U, the one-stop destination for courses and certifications on creative problem-solving skills, easy-to-use tools, and leadership mindsets to stay resilient.

We especially recommend the following courses:

- **AI x Design Thinking Workshop**

Learn to blend human creativity with AI's possibilities. Perfect for anyone ready to design with—not against—emerging technology.

ideou.com/products/aiworkshop

- **Storytelling for Influence Course**

Transform your ideas into stories that move people to action. Essential for anyone who needs buy-in for their creative solutions.

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- **Human-Centered Strategy Certificate Program**

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Sharing guidelines

Creativity is the cornerstone of meaningful innovation and human connection. This workbook offers a structured approach to developing your creative capabilities, helping you understand human needs, generate original ideas, and transform concepts into impactful solutions.

In a world increasingly dominated by algorithms and AI, having practical tools and frameworks to strengthen your uniquely human creative abilities is more valuable than ever.

Know someone who would benefit from developing their creative edge?

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- Direct them to bit.ly/creativeedgeworkbook

Give your feedback

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“You can't use
up creativity.
The more you
use, the more
you have.”

— *Maya Angelou, poet*