

# Define the Huge Problems

Design some engaging, detailed huge problems to anchor your process around.

## Description

Based on all the insights gathered thus far, it's now time to identify a defined group of "Huge Problems" that, unless solved, will be major barriers to achieving the North Star. Participants will generate a list of prospective huge problems based on the systems map, and probable future state KPIs, facilitators will synthesize and summarize after the exercise and participants will finalize.

**Suggested time** 2 hrs exercise, 6 hrs of facilitator post-exercise prep

**Level of difficulty** Moderate

**Materials needed** Systems map and North Star, Mural board

## Steps

1

Generate huge problems

2

Cluster and name the problems

3

Facilitator refinements

4

Sharing, feedback and agreement

Check how we used this in WFP-X:  
Mural Link:

## Tool 9 / Define the Huge Problems

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STEP 1

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# Generate Cluster

## Your task in this step

1

### Generate huge problems

Based on the KPI trajectories, preferred outcomes (i.e. North Star), lightning talks, and systems map, have each participant list 10-15 of the huge problems within the system that would inhibit achieving the North Star.

2

### Cluster and name the problems

Cluster the huge problems based on their affinity to one-another and generate a short-hand, memorable name which describes the problem in a short sentence (e.g. Long journey to a short shelf-life). Get the team to identify key stakeholders in the canvas based on the systems map ready for facilitators to further refine with data from the KPI research phase.

Cluster:

Cluster:

Cluster:

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# Huge problem canvas

## Your task in this step

### 1. Facilitator refinements

After the session, program facilitator(s) refine, consolidate, edit the huge problems and provide problem summaries that provide context (See example). Think carefully in crafting the problem title and summaries. Make sure they are not too specific (i.e. trucks aren't refrigerated) or too broad (i.e. food spoils). A huge problem describes a set of interconnected problems which contribute to a negative impact for the end consumer. They should therefore be both broad and specific, and related to one set of system

relationships - e.g. Transport and short shelf-lives are related as food is transported in open air vehicles across long distances, ultimately leading to shorter shelf-lives and nutritional value for consumers.

### 2. Sharing, feedback and agreement

At the next session, share the revised problem summaries with the group, solicit any feedback. Finalize the ideas based on the feedback ready for the next stages in the process.



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