

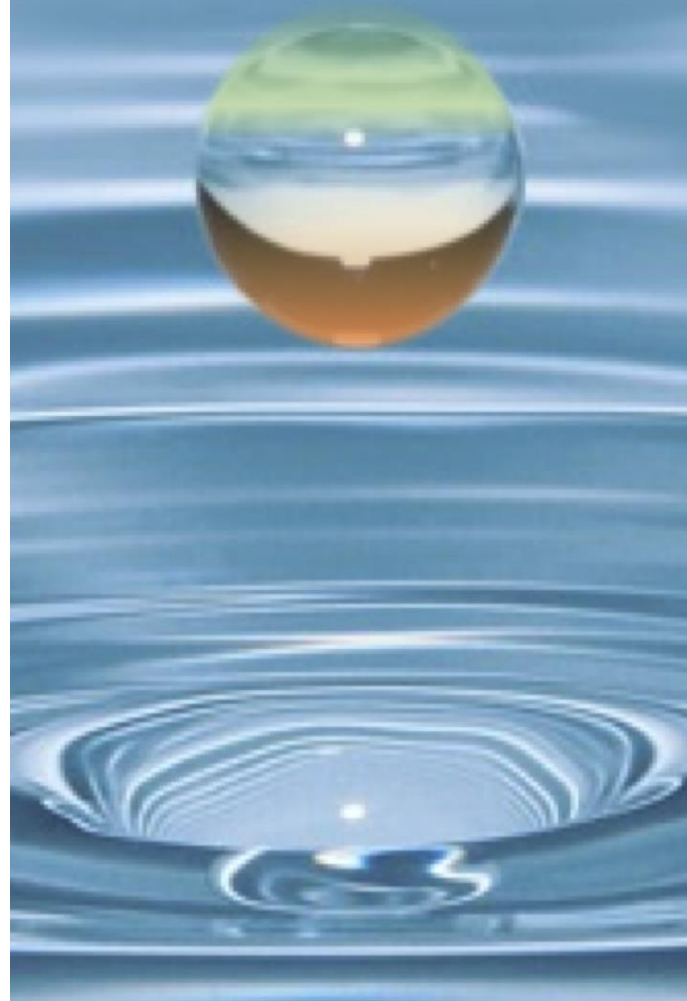


The Caplor House: The Concept of the 'Walk-around'

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CAPLOR HORIZONS RIPPLE PAPERS

...creating ripples of change



Learning differently

Thinking differently

Acting differently

The Caplor House: The Concept of the 'Walk-around'

Working in all the rooms of the House to access and apply diverse thinking

What do we mean by taking a 'walk-around'?

A 'walk-around' is a way of visiting each of the rooms of the Caplor House in turn, in order to access different types of thinking, see things from different perspectives and get insights into current issues and future possibilities. It ensures that we do not rely too heavily on one preferred type of activity and enables us to access the diversity that comes in teams – even if working alone!

There is no correct 'route' around the rooms for any walk-around – rooms will be visited and revisited at different times during the process. However, **the important aspect is that every room is visited** and each experience of being in each room is applied.

What do we do in each room when taking a 'walk-around'?

In each room, we consider the issue we are addressing from a different perspective:

In the **Library**, we seek to understand cause and effect, analyse a problem, evaluate possible solutions, weigh up the benefits of different options and create sound propositions.

In the **Observatory**, we seek to identify new ideas and possibilities, generate multiple options, look ahead and imagine ideas in action, find connections with other initiatives, learn from other experiences and create energy.

In the **Family Room**, we reflect upon the impact of our ideas and proposals on others, notice emotional responses, consider how to communicate our proposals to others, take into account strongly held beliefs and values and pay attention (listening and noticing non-verbal communication, being sensitive to mood and atmosphere) to what is important to ourselves and others.

In the **Kitchen**, we experience operational plans in action. We need to be able translate theories and plans, developed elsewhere, into practical, workable solutions. So, when we consider the activity that will be required in the kitchen we need to focus on managing resources and time, putting in place controls to mitigate risk and monitor performance, deadlines and the application of rules and standards.

How do we structure our thinking during a 'walk-around'?

The most important tools we have during a walk-around are the same tools we use to facilitate any group process. These are the tools of observation and listening, reflection, questioning and challenging, confronting discrepancies and movement towards action. In this document, these are framed as example questions for each of the rooms. The questions become much more specific depending upon the purpose of the walk-around, the problem being tackled or opportunity being addressed. This document addresses client needs as an example to stimulate thinking. Feel free to customise these to fit the needs of the client or your particular context.

Using the walk-around to find innovative solutions

Example: How can we develop a new product, service or solution?

In the Library, we start to build an understanding about the opportunities that exist:

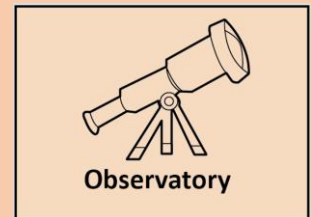
The Library: Example questions

- Why do you think that people need this innovation?
- What existing problems does it overcome?
- Why has no one else developed this before?
- What rewards or benefits would this offer to people who adopted it?
- What other, similar solutions already exist and how successful are they?
- What would make this a better option than other similar alternatives?
- What are the implications of offering this product or service? Do you really understand what you are taking on?
- What are your success criteria? How successful does this have to be to justify the investment you would have to make in it?
- How broad is the market for this product or solution? Does it have limited applications or is it versatile?
- Do you have the capacity and capability to undertake this?
- What would the cost of failure be? Is this an acceptable risk?



In the Observatory, we think about the future, the possibilities that exist and how this fits into a more holistic way of thinking:

The Observatory: Example questions



- How could we look at this in a different way?
- How could an existing problem be viewed as a future opportunity?
- What would happen if we were to come at this from a completely different direction?
- What aspects of the existing solution could we change? Could we change the timeframe, sequence, materials, scale etc.?
- Where else in the world has someone done something similar to this?
- How does this fit into a bigger picture – where does it fit with current trends, preferences and priorities?
- What would this look/sound/feel like, if it was being used successfully?
- How can we inspire people and get them excited about this development?
- What is the most bizarre, crazy or unlikely solution we can find?
- What would we do if we had superpowers and absolutely no constraints?
- What if we.....

In the Family Room, we think about people's needs, their feelings and reactions, and understand what is personally important when designing the development process:

The Family Room: Example questions

- How do we want people to feel if they adopt this idea or use this product?
- What do we want people to say to each other about this product or solution?
- What will different groups of people value about this?
- How can we attach emotional significance to this product or solution?
- How can we choose language to create the feeling we want people to associate with this?
- What are the key messages we need to get across to people and how can we communicate those?
- What matters to people about the way we design and arrange this development process? What priorities of theirs should we take into account?
- Which senses do we want this to appeal to and how can we use stimulate those senses?



In the Kitchen, we think about the detail, logistics and practical aspects of the development initiative:

The Kitchen: Example questions



- What is the sequential process for this?
- How much will it cost to develop and what will the sales price or running costs be?
- What resources will we need to finalise this?
- How long will it take to implement? What timescales are we working towards?
- What resources and facilities will be needed?
- What other logistical consideration do we need to think about?
- How will we prototype this and test its effectiveness?
- How will we monitor effectiveness?

Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

Our vision is: *A world where leaders deliver a sustainable future for all*

Our purpose is: *To be courageous, compassionate and creative in facilitating transformational change*

Our values are:

- **Courage** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- **Compassion** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- **Creativity** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

Our beliefs are:

- Through diversity we ignite dynamic innovation
- Collaboration helps achieve greater impact
- Everyone matters
- We are all leaders in our individual and collective ways – we are all change makers!
- Learning is more effective if it is fun, engaging and creative
- Building on people's strengths creates greater resilience

Our strategic goals:

- Goal 1: Transforming Leadership
- Goal 2: Strengthening Resilience
- Goal 3: Increasing Collaboration

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