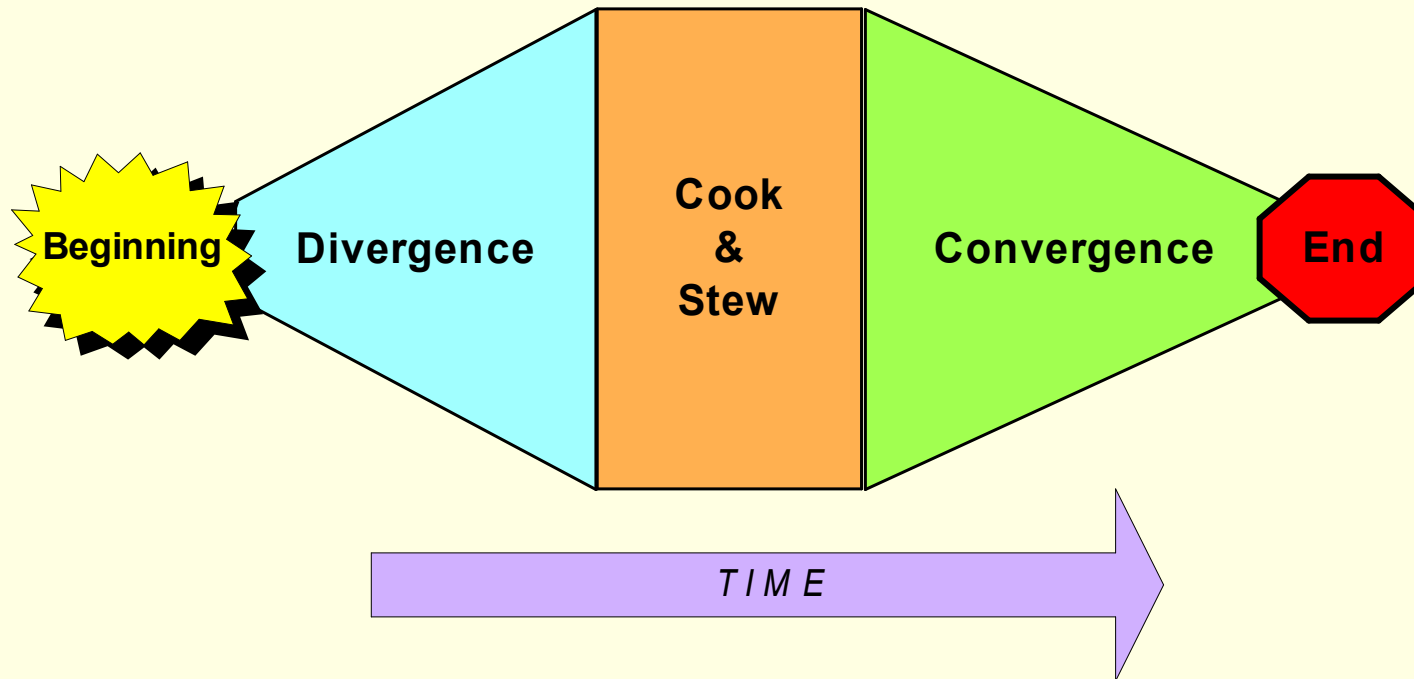


# Divergence – Convergence Cycle



And Innovation occurs especially in the space between

We call this space “Cook & Stew”

# Example D-C Activities

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## Divergence

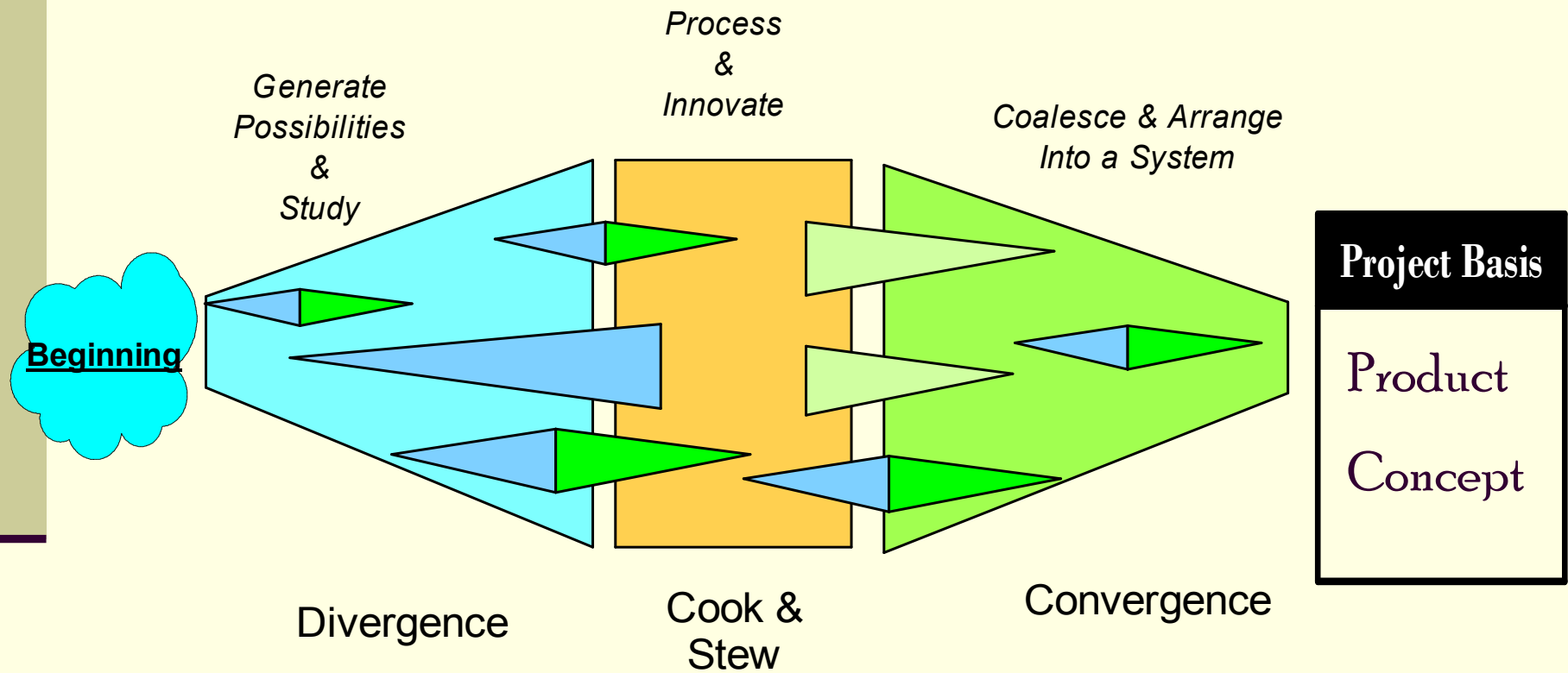
- *Exploring*
- *Discovering*
- *Brainstorming*
- *Finding Nuance and Detail*
- *Getting Data*
- *Getting Ideas*
- *Risk Analysis*
- *Being Inspired*
- *Researching*
- *Analyzing*
- *Watching Users and Customers*
- *Creating Possibility*

## Convergence

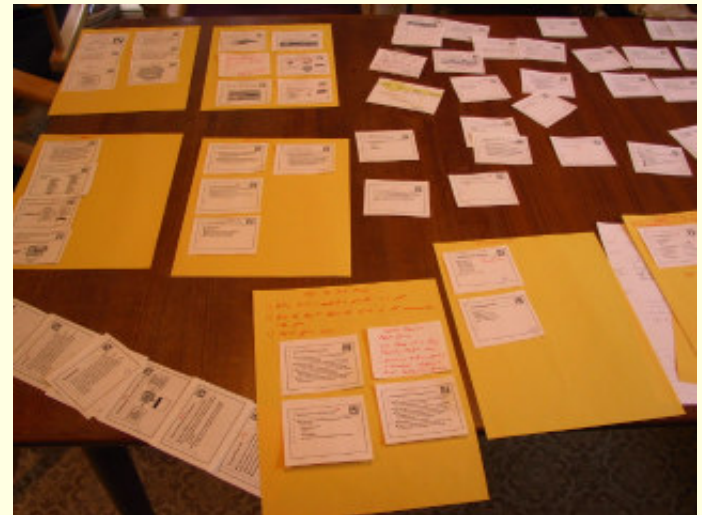
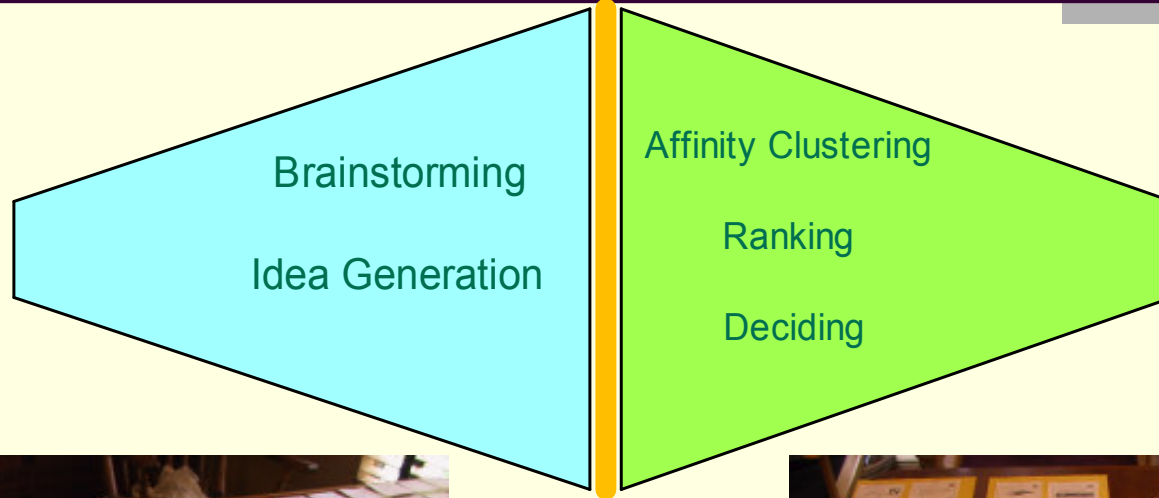
- *Interpreting*
- *Organizing*
- *Affinity Clustering*
- *Simplifying*
- *Correlating*
- *Categorizing*
- *Risk Response Planning*
- *Integrating into the Whole*
- *Modeling*
- *Synthesizing*
- *Documenting*
- *Scoping and Focusing*

Notice how they tend to correspond to each other!

# D-C Mini Cycles

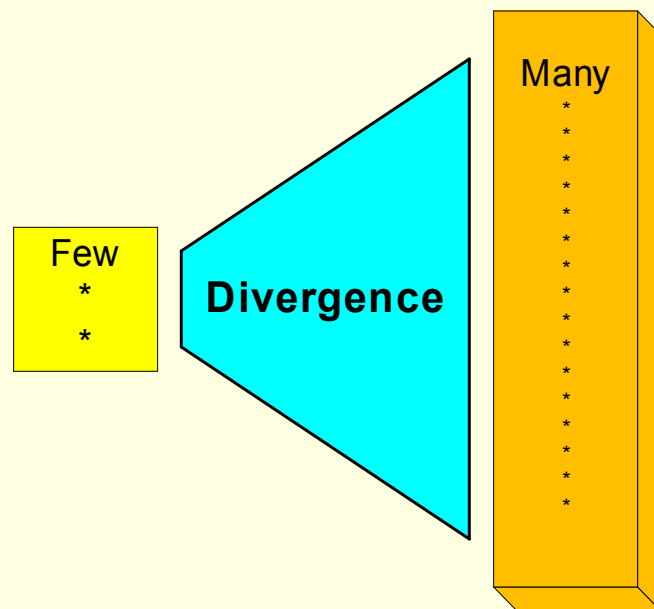


# A D-C Mini Cycle Example



# Divergence: Introduction

## *Generative Processes*

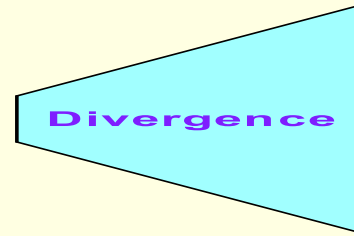


## Examples

- Brainstorming
- Data collection
- Studies & Research
- Customer visits
- Technology investigations
- Possibility Thinking
- Past Project Templates

# Divergence: Why we need it

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- Provide data for innovation and discovery
- Elaborate on the Idea and the Opportunity
- Support and develop innovation
- Loosen the bonds to enable the creation of new ideas and new combinations

# Some Types of Divergence Activities

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Actualities: *What is*

- Research & Investigation

- *Get facts and data*

- Analysis

- *Decompose into parts and mechanisms*



# Some Types of Divergence Activities

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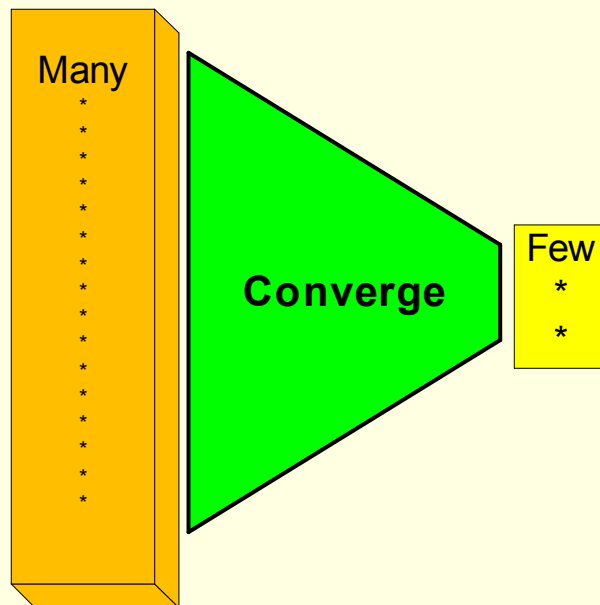
## Possibilities: *What could be*

- Discovery of Existing Archetypes and Solutions
  - *Get inspiration and solution ideas*
- Idea Generation
  - *Create possibilities and potential*



# Convergence: Introduction

Organizing, Coalescing,  
Integrating

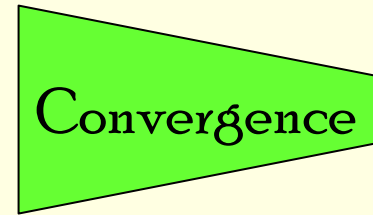


Examples

- Clustering & categorizing
- Generalizing
- Option synthesis
- Relationship diagramming
- Weighting & selecting
- Sequencing
- JIT decision making

# Convergence: Why we need it

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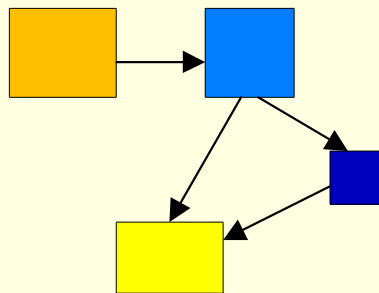
- Organize mass of information generated by divergence
- Distill out key themes and priorities
- Narrow down options
- Make actionable decisions

# Some Types of Convergence Activities

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## ■ Abstracting

- Reduce complexity and increase the power of concepts



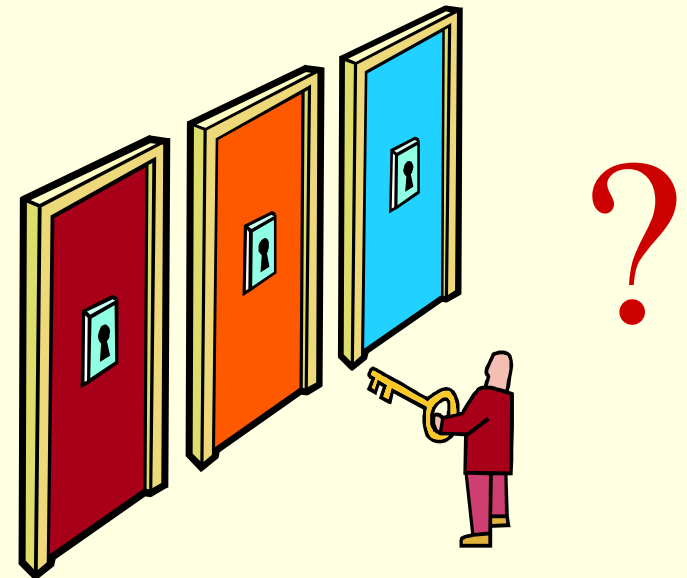
## ■ Structuring

- Organize and find relationships

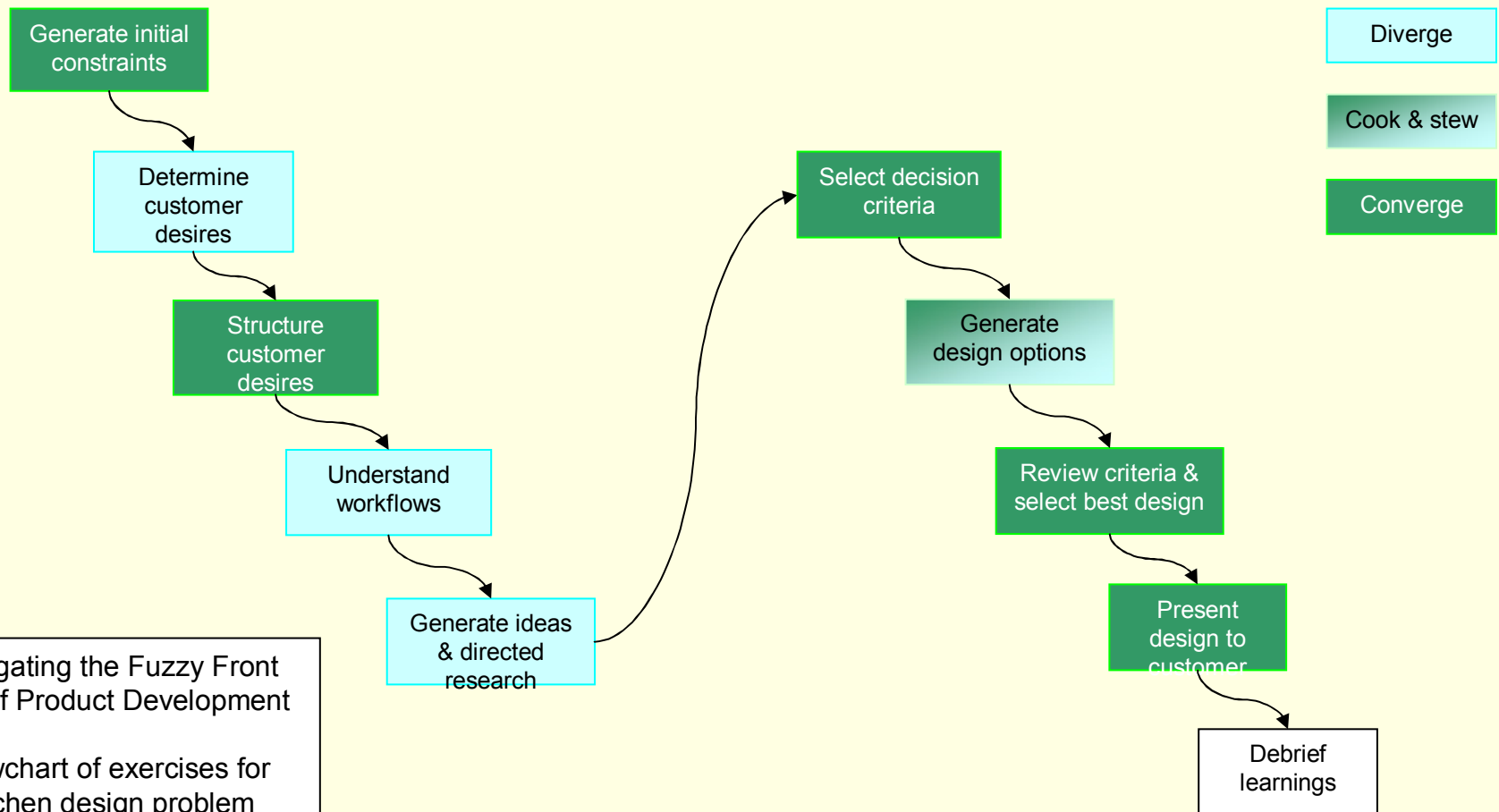
# Some Types of Convergence Activities

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- Selection and scoping
  - Choose the best and most important
- Steering
  - Stay on course with reality

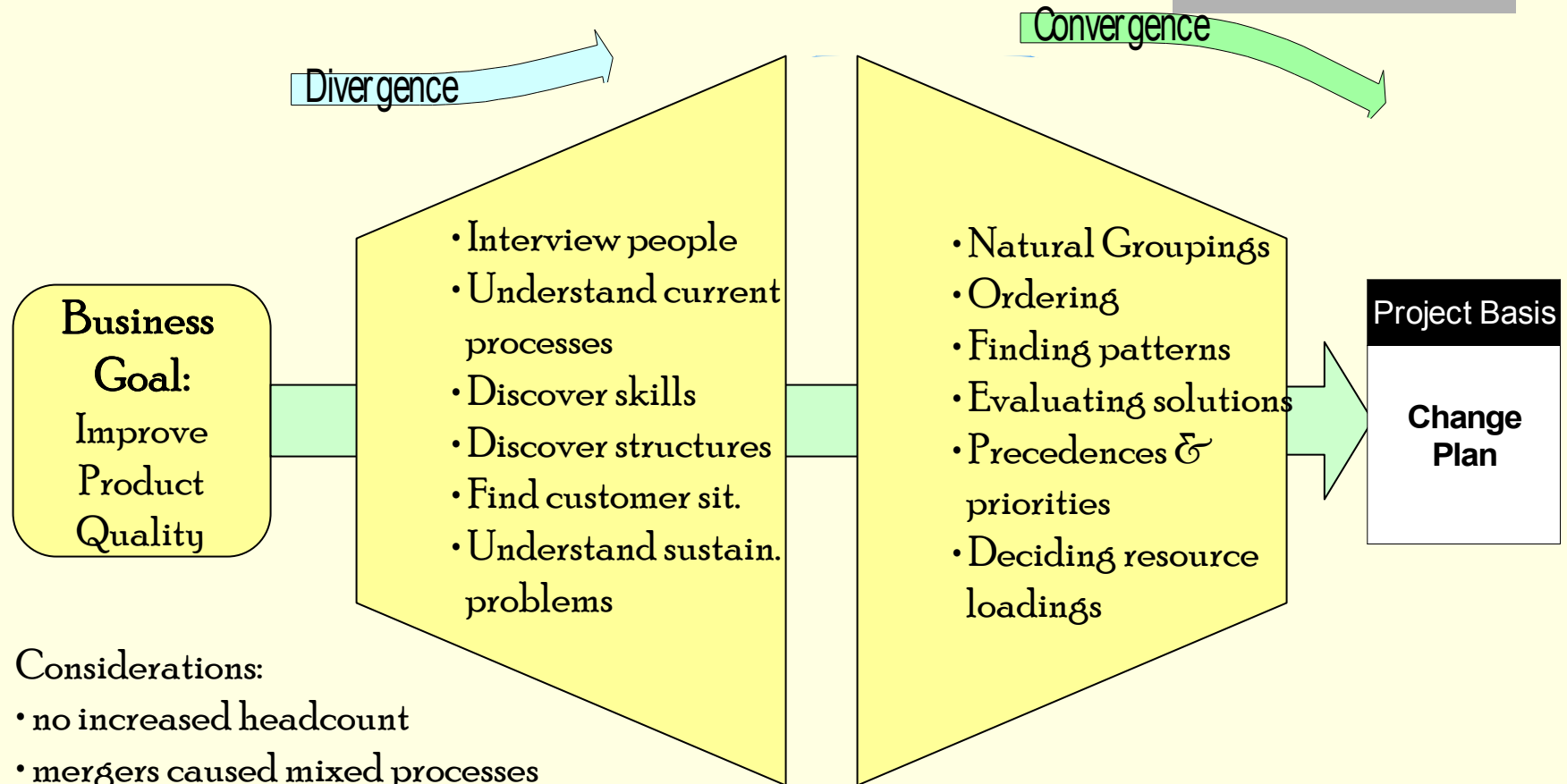


# D-C Activities Work Together



Navigating the Fuzzy Front End of Product Development  
Flowchart of exercises for kitchen design problem

# Case Study



## Considerations:

- no increased headcount
- mergers caused mixed processes
- morale low due to layoffs

# Project Development: From Charter to Plan

