

# VISUAL DOING

## CONTENTS ROADMAP



2

- 2.1 Prepare your visual
- 2.2 Metaphors
- 2.3 Layout and coherency
- 2.4 Visual hierarchy
- 2.5 Frames and connectors
- 2.6 Visual Articulation
- 2.7 How to make a visual



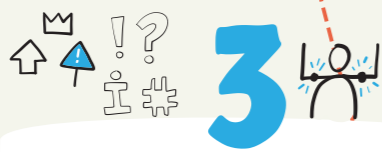
1

The structure of this book  
 Visual thinking vs. visual doing  
 Your how, our why  
 Why work visually?  
 Materials

4



- 4.1 How to present yourself
- 4.2 Me in the bigger picture
- 4.3 Visual note-taking
- 4.4 Heart to heart conversations
- 4.5 Organizing visually
- 4.6 Visual problem Solving



3

- 3.1 Typography
- 3.2 Deconstructed drawings
- 3.3 People and actions
- 3.4 Combine icons
- 3.5 Visual vocabulary
- 3.6 Drawing inspiration



5

- 5.1 Create creative courage
- 5.2 Visual brainstorm
- 5.3 Collect and structure input
- 5.4 Select and eliminate
- 5.5 Team performance
- 5.6 Team vision poster
- 5.7 Roadmap
- 5.8 As-is and to-be personas



6

- 6.1 Change of behavior
- 6.2 Making plans
- 6.3 Understanding the strategy
- 6.4 Changing an organization



7

- 7.1 Tips
- 7.2 About the author
- 7.3 With essential input from
- 7.4 How this book was done



# the IMPACT of WORKING VISUALLY



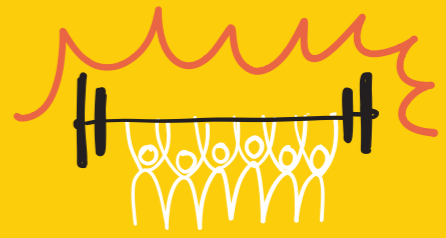
OPENS THE MIND TO DIFFERENT POSSIBILITIES



ALIGNMENT



INVITES PEOPLE TO DISCUSS & CRITICIZE



BUILDING TOGETHER



COMMUNICATE FASTER



MAKES PROCESSES CLEAR



UNCOVER OTHER OUTCOMES



it's TANGIBLE



SHARING THE SAME VISION



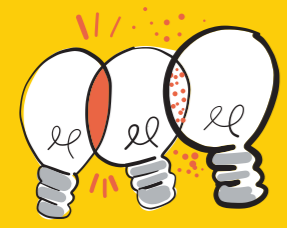
ENERGIZES



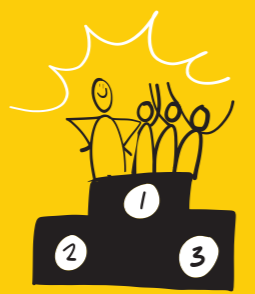
IT REACHES THE HEART



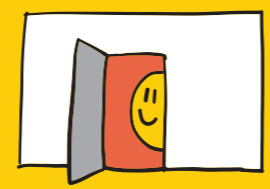
FUN!



NEW IDEAS BETTER INSIGHTS



CREATE A HIGH PERFORMING TEAM



APPROACHABLE



IT ENGAGES TO SHARE, TO TELL



EXPRESS YOUR CREATIVITY



TO THE POINT



EASY FOR PROTOTYPING

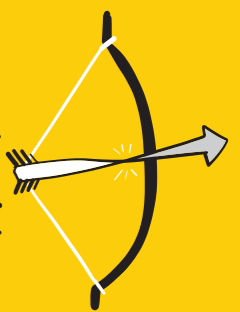


ACCELERATE BUSINESS



IT SIMPLIFIES

KICK STARTS CHANGE



# 2.1 PREPARE YOUR VISUAL

You have decided to **make a visual**, because it will help you with problem X or Y. That's great! To really make an impact with your drawing, preparation is key.

### AFTER THIS SECTION, YOU WILL:

- Realize the importance of good preparation
- Know which steps to take for a flying start

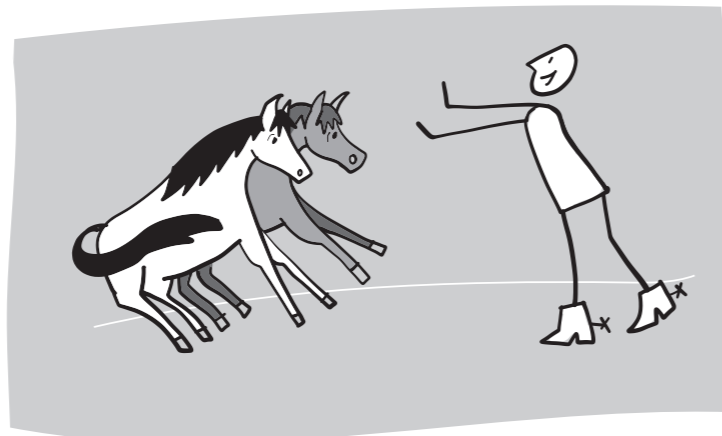


This section will guide you through the steps. You'll get a clear idea of your goal, how you want to use your visual and in what setting and we will show you how to map your content.

After this, you are ready to get down to the creative work!

## FIRST THINGS FIRST

You are so enthusiastic about the idea that you are going to make a visual story/drawing, you can't wait to start! Hold your horses for a second, and start by answering a couple of questions first. It will make you aware of your goal and the setting and helps you tune in with your audience.



A few questions you could (or should) always answer before you begin making a visual:

### 1 WHAT IS THE GOAL?

- inform
- activate
- inspire
- convince
- .....
- .....



First, ask yourself why you are making a visual. What do you want to achieve with it?

### 2 WHO IS YOUR AUDIENCE / TARGET GROUP?



Always important to realize who your visual is for.

### 3 WHAT IS THE CORE MESSAGE?



Try to write it down in a single sentence.

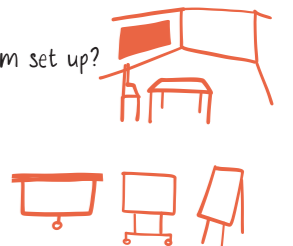
The core message is vital! Always make sure you know what it is before you start.

### 4 WILL YOU BE PRESENT?

- No, the drawing will be printed or distributed online.
- Yes, I will give a presentation, explanation, workshop or an interactive session.

If you're not there to walk people through your drawing, it's even more important to create a self-explanatory image with clear visual cues to support your story.

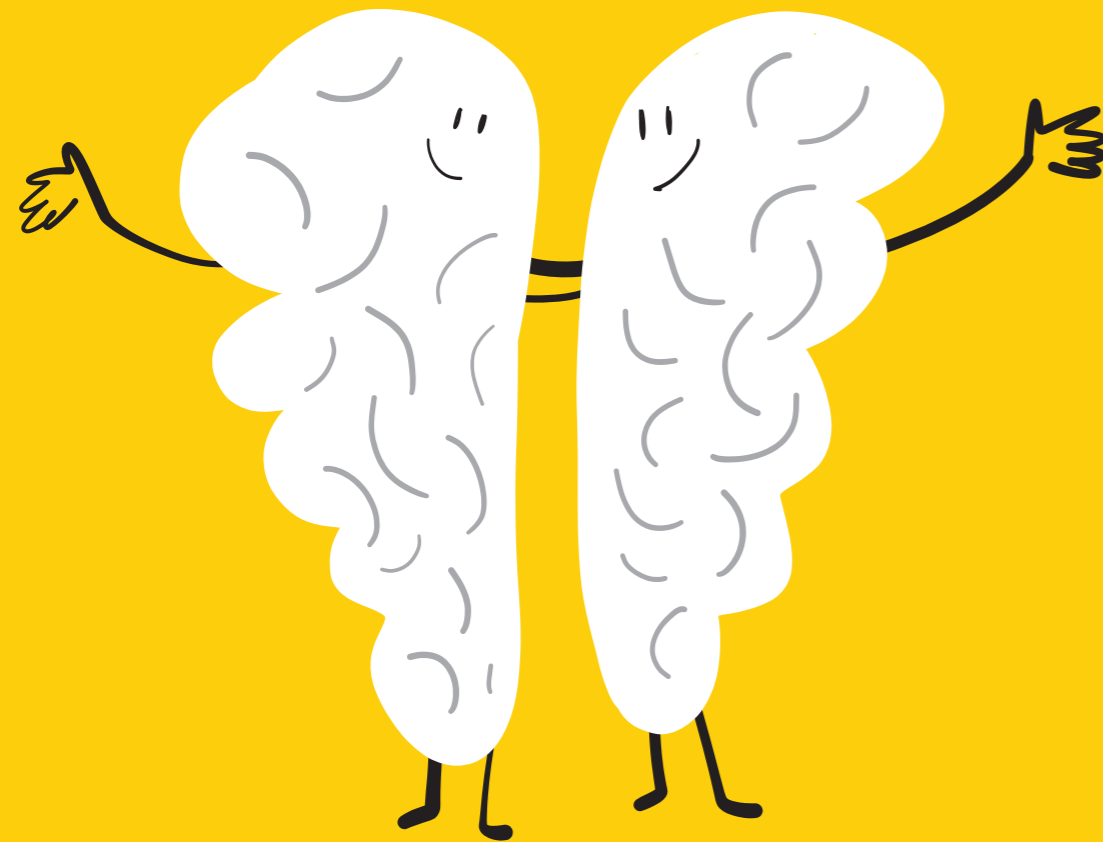
### 5 WHAT IS THE SETTING?



- ▷ What is the setting and how is the room set up?
- ▷ How many attendees?
- ▷ Is there a whiteboard, flipover, projector or a good spot on the wall? consider the wall's dimensions and the size of your drawing!

What if you have made a super big drawing and there is no space on the wall to display it? Or nobody can see it because there is a stage and your drawing is too small for the audience?

Let's make this



work

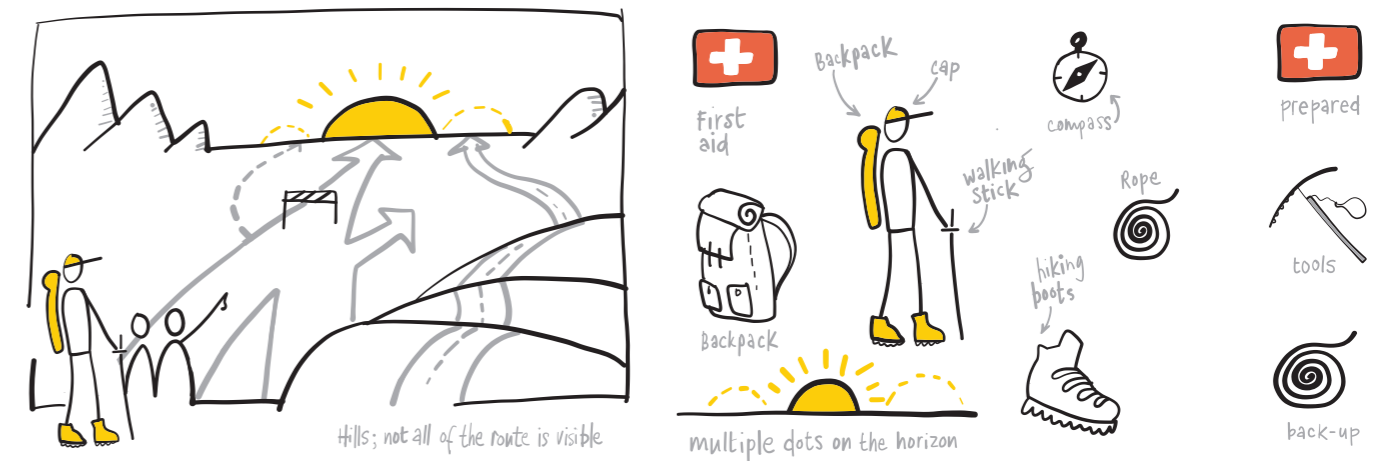
# METAPHORS FOR INSPIRATION

## Processes = journeys

A journey is planned in advance, with a defined starting point, route and destination.

Almost any sequence of events can be considered a journey.

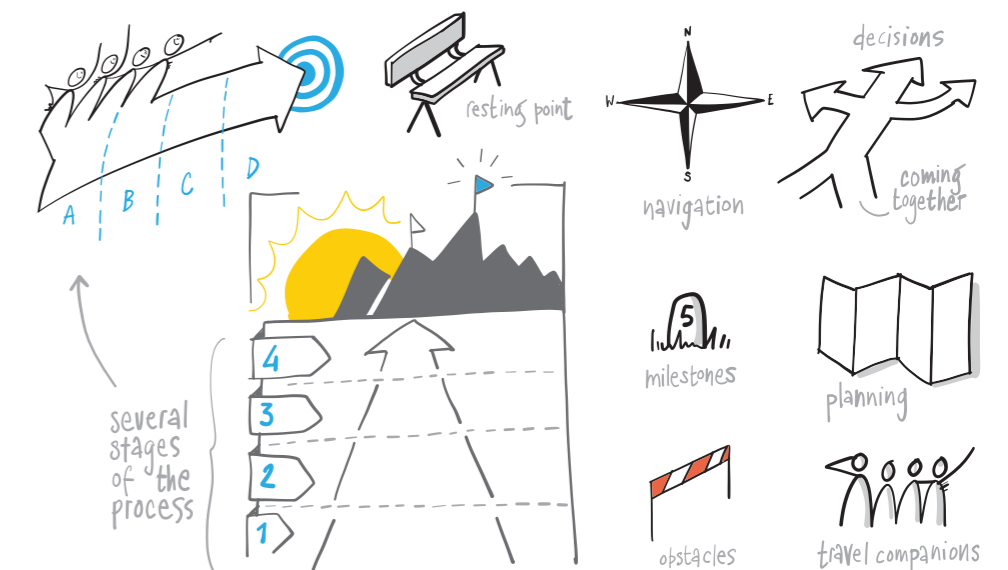
Phrases that allude to this metaphor include; 'the way ahead', 'mapping out a route', 'on the horizon', 'wrong turning', 'milestones'.



## To plan a route

Often used in strategic planning, drawing out a route on the map is an effective path towards a goal.

"We need to plan the best route to finish our task before the deadline."

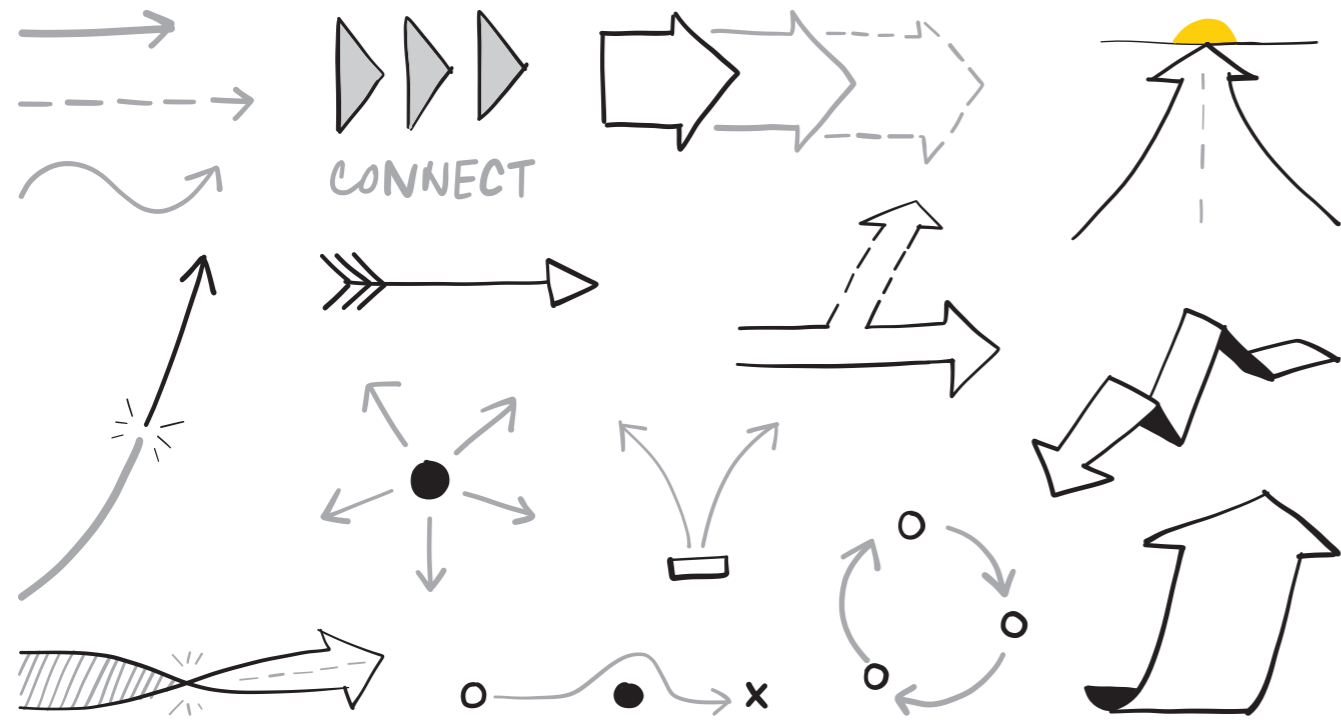


# 2.5 FRAMES AND CONNECTORS

Here you'll find visuals to connect elements with each other, divide one area in your drawing from another, and visuals that contain elements or frame groups of elements.

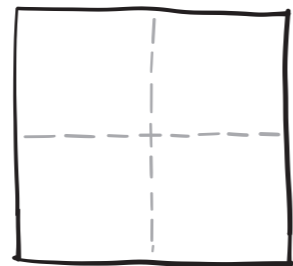
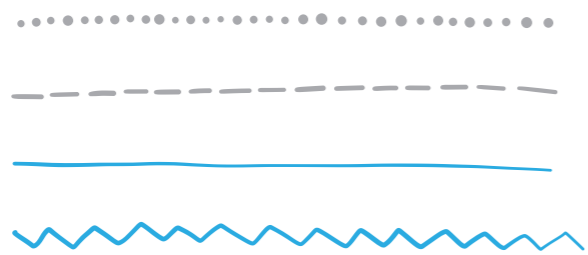
**AFTER THIS SECTION, YOU WILL:**

- Have learned some building blocks to create a compelling visual story

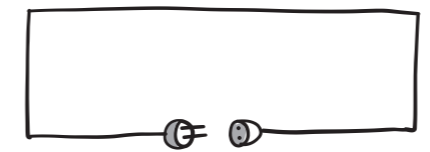
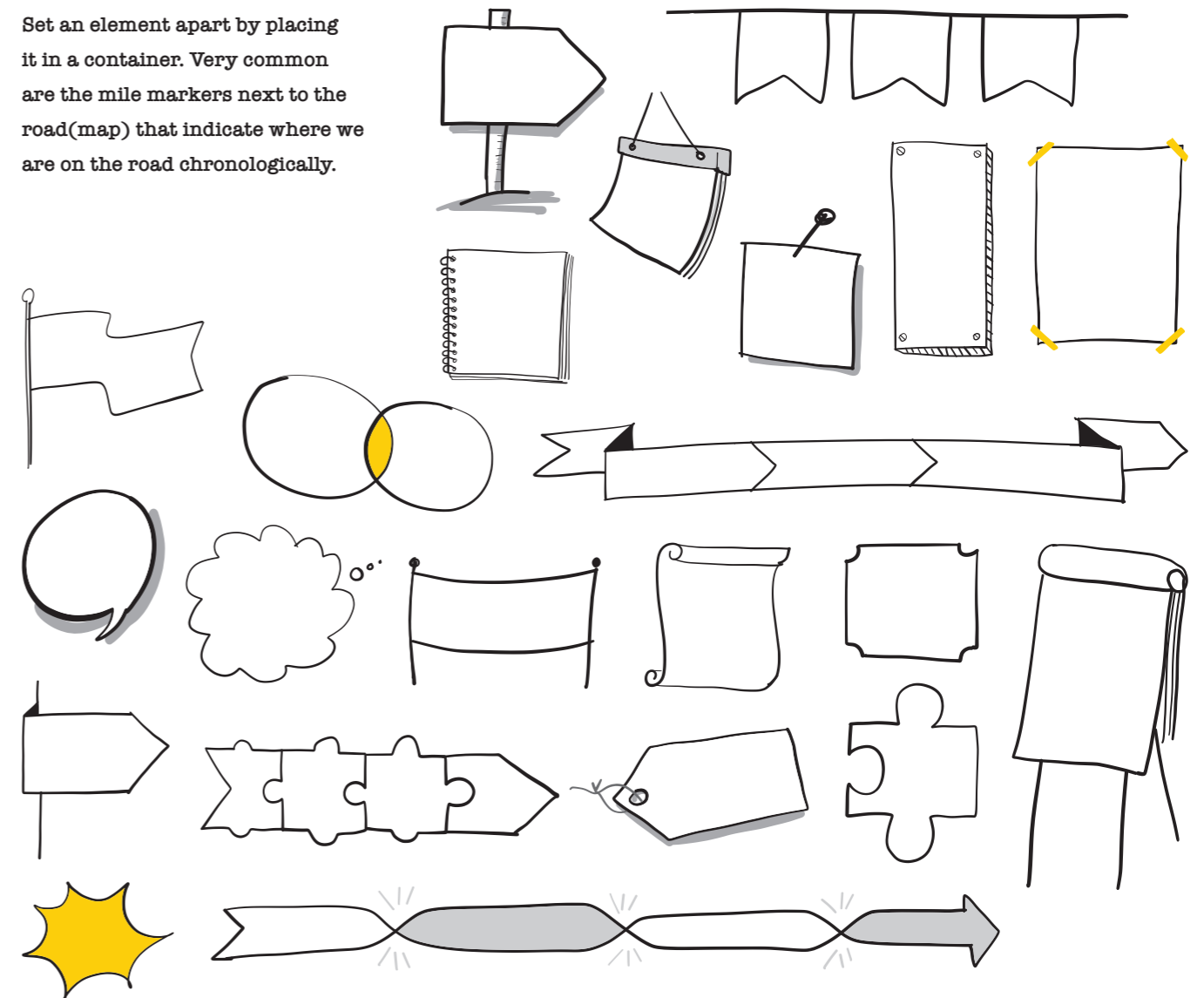


CONNECT

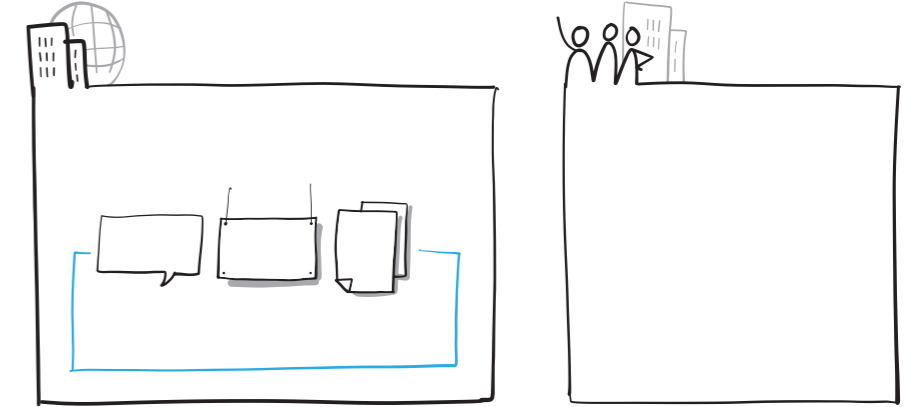
If you want to split up your drawing, use dividing lines! You can vary their structure and maybe even color, but don't draw too much attention to them.



Set an element apart by placing it in a container. Very common are the mile markers next to the road (map) that indicate where we are on the road chronologically.



You can give visual cues with your frame. The frames themselves can let people know what they can expect to find inside the frame.



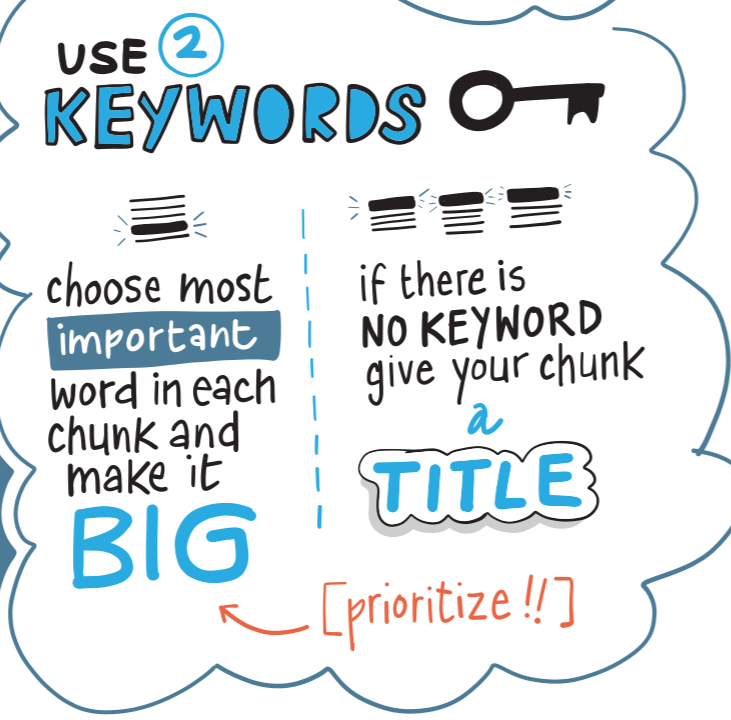
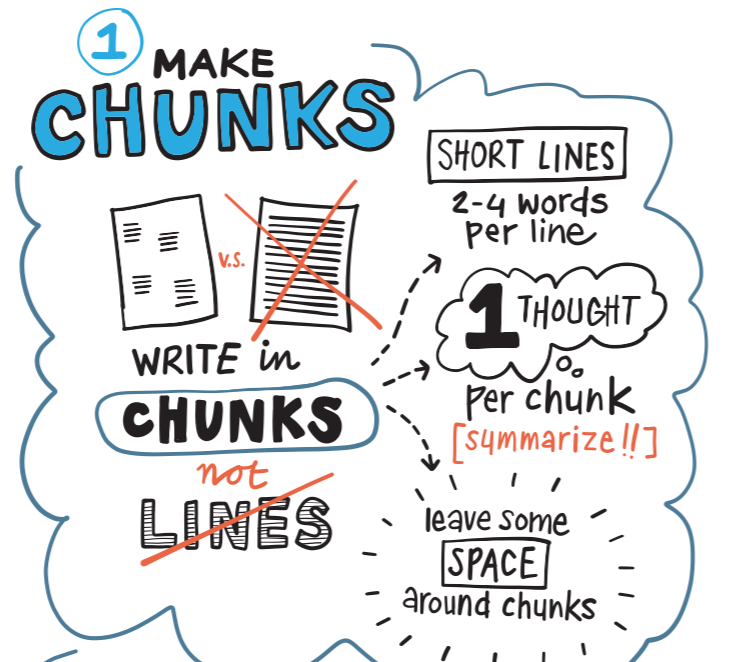
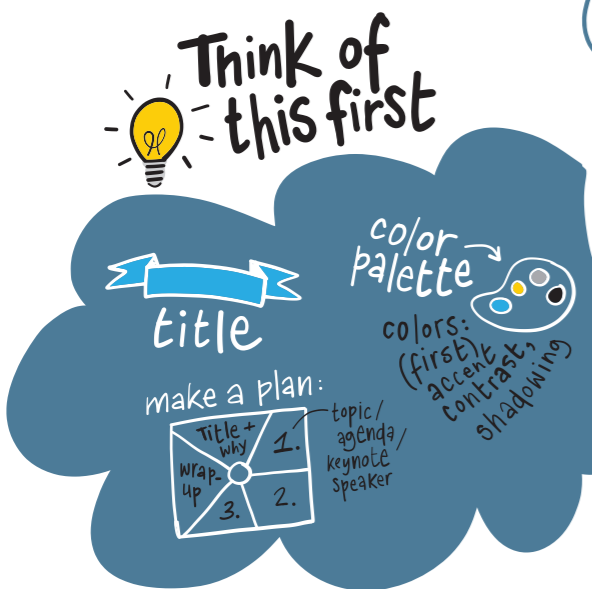


# 4.3 VISUAL NOTE-TAKING

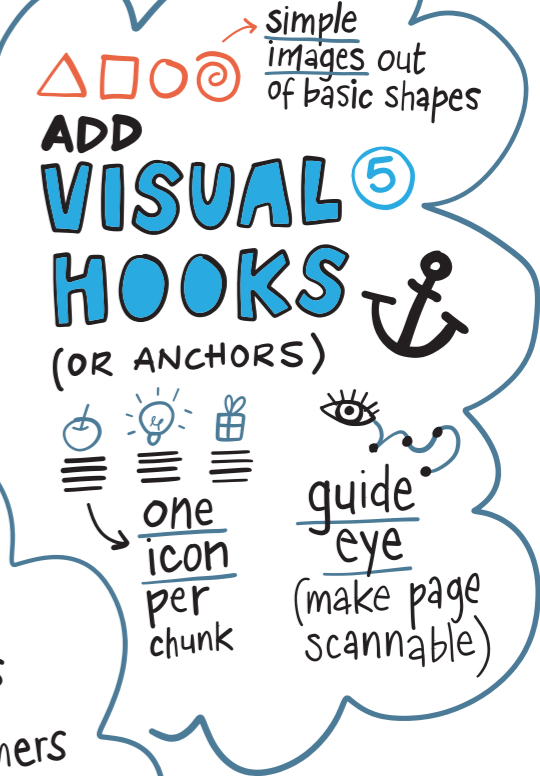
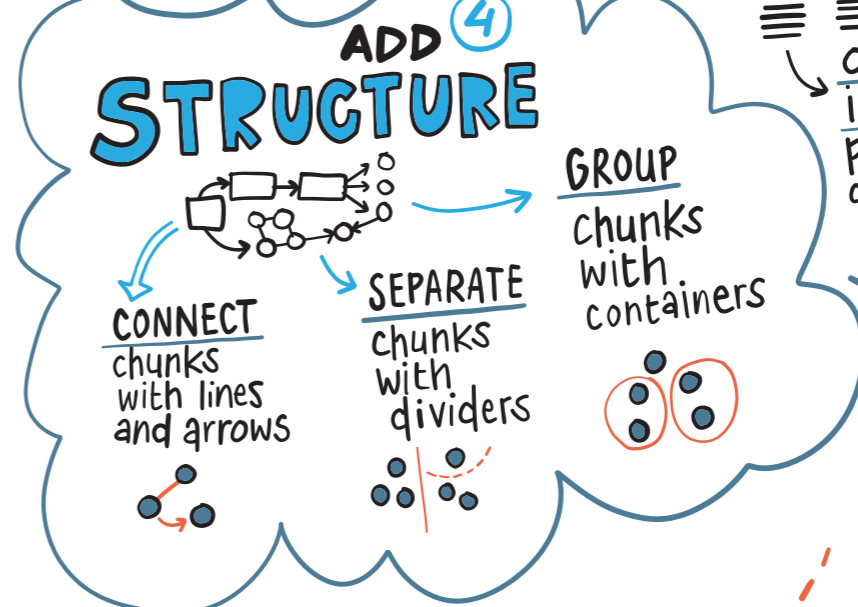
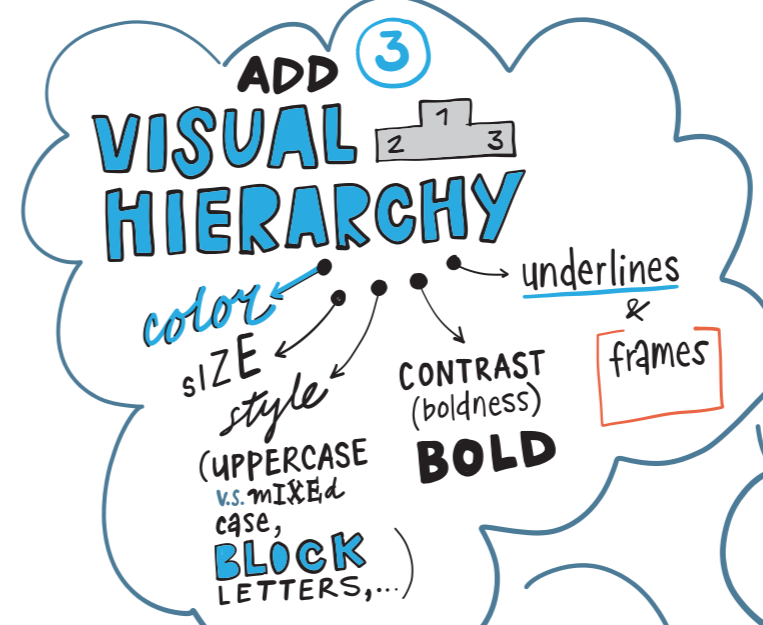
## USE THIS WHEN:

- You want to listen more actively
- You want a visual record you can refer to later
- You want to capture a concept or idea

We do a lot of 'graphic recording', which means drawing live, on-the-spot, to create an instant visual snapshot of a meeting. There are a lot of different tactics to do this, but we especially love the simplicity of Eva Lotta-Lamm's '5 Steps for note-taking'.



## 5 steps for note-taking



some people draw first & then write. some people write first and then draw. What kind of person are you?

- TIP: BRING in a KEYNOTE speaker
- TIP: CREATE a VISUAL reminder of your GOAL or Subject
- TIP: PICK OUT SIGNAL WORDS and Summaries
- TIP: DEVELOP consistency
- TIP: CAPTURE first STRUCTURE later
- TIP: Listen for LAUGHTER or RAISED VOICES

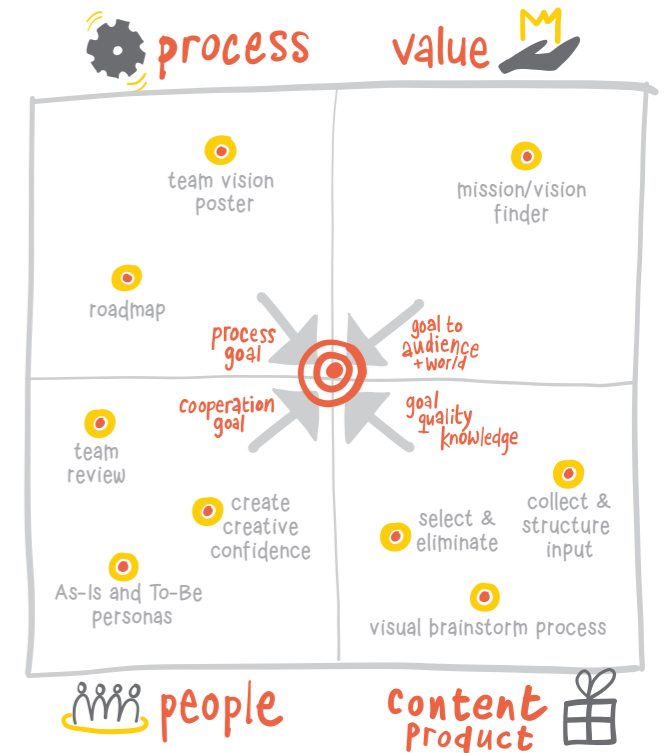


KICKSTART

# 5. DAY-TO-DAY BUSINESS: WE

**Inspire and be inspired by co-creating! In this chapter we present tools and visual techniques you can work on with your team, department or another group.**

Once you've started drawing, you will realize that collaboration with your colleagues would improve if they were drawing, too. You'll have more fun, your meetings will be more sharply focussed and reports more concise. You can learn together; share, build, decide and connect. This is where things start getting interesting – and effective! In this chapter we will show you the following visual techniques.



- |  |   |
|--|---|
| <b>5.1 Create creative courage</b>     | How to fire up creativity                     |
| <b>5.2 Visual brainstorm</b>           | How to brainstorm visually                    |
| <b>5.3 Collect and structure input</b> | How to gather and structure ideas visually    |
| <b>5.4 Select and eliminate</b>        | How to filter and focus ideas                 |
| <b>5.5 Team performance</b>            | How to measure and improve team performance   |
| <b>5.6 Team vision poster</b>          | How to illustrate your vision                 |
| <b>5.7 Roadmap</b>                     | How to map out your plans, actions and future |
| <b>5.8 As-is and to-be personas</b>    | How to visualize development                  |



## 5.2 VISUAL BRAINSTORM

**A brainstorm is a great way of challenging our intellect and pushing our (collective) imagination to the limits. But it can produce so many ideas that concepts become fuzzy and abstract and we risk missing key insights.**

Visuals help to isolate and share insights and enable participants to further explore and combine ideas. They work on different levels. Sketching and doodling

ideas helps to clarify them and can stimulate other participants' imagination. Only part of your brain needs to focus on how to draw the idea; the other half is subconsciously looking forward to the next step, the next idea.

In a broader sense, a good visual template can organize input and generate specific results linked to the original concept.

### USE THIS WHEN:

- You want to generate more than just the obvious ideas.



## QUESTIONING

Before you start, define a relatively concrete problem that does not leave too much – or too little – room for discussion. If you are too vague, you run the risk of equally vague results that will not give you anything to work with.

If your question is too focussed, you make it difficult for people to think outside the box and come up with unexpected responses.

We often begin with "How might we..". This kind of open question serves as a frame to spark ideation and innovative thinking. A question could be: 'How might we deepen the trust within our team'



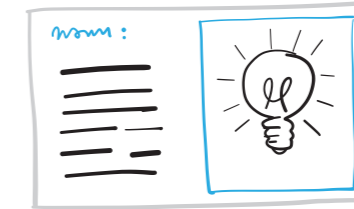
**Tip: If you want to collect input beforehand from people who are not attending your meeting, you could use the heart-to-heart conversation template from chapter 4.3. You could also install an old-fashioned idea box, or think of a setting where people can answer questions or ideate without you having to be there to coordinate or explain.**



## CARD MAPPING

Write each of your ideas or thoughts on a different post-it or card (roughly the size of a post-card).

But don't just write; draw on each card, too. This will make each card distinct and let you see at a glance what it is about. An icon is enough and draw only in black (with gray, if you like). That makes the process quicker and prevents any one card standing out too much.



**Tip: Preprint your cards with a section to write and a box where you can draw, so people don't forget to use both text and visual.**

When card mapping, start individually. After about 5 minutes, briefly explain your ideas or create an overview of all the cards so people can see and discuss them. You could vote on the ideas, and let subgroups work on new iterations based on the ideas.

## SILENT BRAINSTORM

This exercise involves a group of 3 to 12 people drawing silently – not writing!

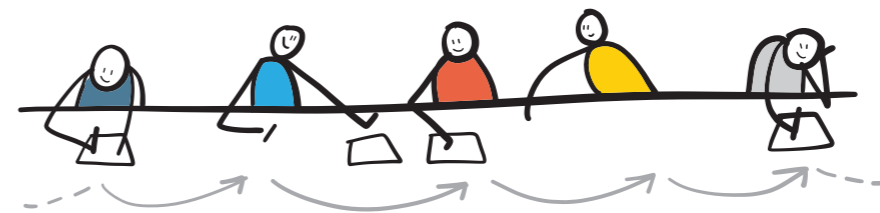
Start by writing a question at the top of a blank sheet of paper. When the exercise begins, draw an answer or idea on the paper. After a minute, pass your paper to the person sitting to your right and repeat. Keep repeating the

process – in silence - until each participant gets back their original question with drawings from the whole group.

The power of doing this without speaking or commenting is that you can fully engage in **associative thinking**, and elaborate on what you have in front of you.

When you have your own drawing again, look at it and try to be open about thoughts, ideas and solutions that pop into your head. As a group you can either choose to stay silent (and let people interpret the drawings for themselves), or you can ask questions about the meaning and thoughts behind some of the drawings.

**You can do this with words too, by starting a mind map about a certain subject or question. Pass it on and elaborate on the mind map from the person before you.**



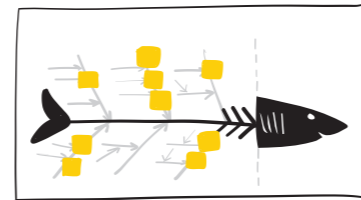
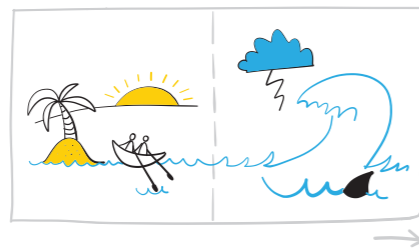
# BRAINSTORM TEMPLATES

Explain context with a visual (metaphor) and use this in a template to collect specific ideas. This way, working visually can guide you through a brainstorm.

Let's look at the tree metaphor: Goals could be **apples**, and they can be categorized in high-hanging and low-hanging fruit (ripe and not yet ripe). We can't influence all external threats such as **bad weather**, but we can brainstorm on how to cope with or prepare for them. A **saw** could be a threat we can influence, or represent competition. Brainstorm how to deal with certain situations or opportunities that could arise.



The templates can be drawn on a big sheet of paper, but can also be printed on smaller paper so people can work on the problem in pairs. You can also distribute templates via email.



# VISUAL STIMULI

If a group is stumped for new ideas, or going down the same predictable paths, try to spur their creativity by brainstorming using visual association.

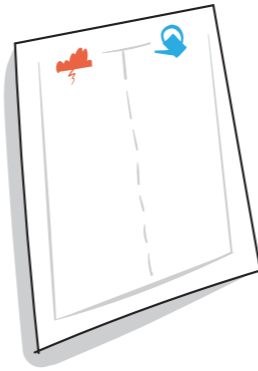
Go to Google Images or a stock photography website and enter search terms related to the brainstorm. You could also randomly pick another object, word or im-

age, either physical or digital. Looking at images or artwork can activate other parts of your brain and help formulate new connections in your mind.

Select an image and imagine how you can fit it into the situation you are discussing. Once you have an object, try identifying its characteristics: Is it hard/soft/bright/



childish? See what happens when you use these concepts in your brainstorm. If there are people in the picture, ask the group: 'How would this person feel or think about the problem?'



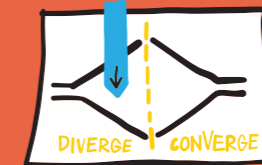
# Visual Meetings

## 6 tips to make your meetings

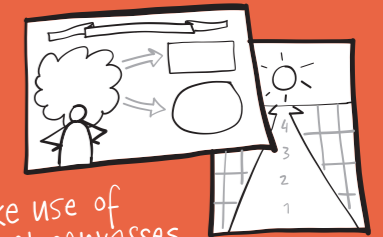


1 DRAW the agenda & use a metaphor for the attendees to relate to.

2 Make visible if you are diverging or converging



3



Make use of visual canvasses to engage attendees and to collect input



4 use a BIG surface for BIG ideas or to give an overview

5

'force' & inspire attendees to draw their input or to fight out disagreement by drawing



6 make visual notes (to be able to move on after a topic has been addressed)