Spectrum
The collaborative method to build innovative teams in organizations.
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How to Run a Successful Spectrum Workshop

The Spectrum Moderator Manual

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THE BEST RUN **SAP**

Contents

Today, we are facing entirely new challenges in the workplace, especially in the world of IT. Markets are changing faster than ever before, forcing technology companies to react more rapidly and adapt more flexibly. In order to stay competitive, companies are increasingly collaborating with their customers in innovation cycles.

Today, continuous innovation is more than ever the key to sustainable success. While collaborating with the customer is key for innovation, a collaborative culture needs to be fostered within the organization in parallel. This continuous task is often quite a struggle.

Especially in larger organizations, collaboration initiatives may stem from different departments, with different corporate cultures, approaches, goals, and measures of success. On top of that, innovation teams usually have to deal with varying use cases and varying budgets.

Innovation is, and always has been, a team sport. But how do companies set up teams of people with diverse backgrounds, intentions, responsibilities, and personalities, to not only be effective and innovative, but also to make them come together as a group and do their best work as a team? Is there a winning formula or a "golden path"? To try and answer this question was the main motivation behind the Spectrum project, and what is presented here, this workshop format with its set of tools, became the result of it.

So, what exactly is Spectrum? In brief, it is a collaborative method to build innovation teams in organizations. Spectrum is a highly discussion-driven process, embedded into a facilitated workshop (usually one day), featuring specifically designed methods and assets. The main result is a large poster – called Canvas – which not only highlights the results of the workshop but also guides the team on their journey towards becoming an innovation team. The Canvas stays with the team as a "living" document that can be, and should be, refined and iterated in times of change or new challenges.

Every company, team and individual is different from one another, and there is no golden rule on how the ideal team is set up. Moreover, teams have lives of their own and transform very dynamically over time. No one knows better about a team than the team members themselves, yet they need structure and time to give form to these thoughts and discussions. Spectrum is providing the team with the opportunity to find their ideal team set-up all by themselves without any pressure.

To achieve this goal, it is absolutely essential, that the management that the team reports to, is supporting this process in its entirety. If the team finds out in the course of the Spectrum process that it is understaffed and needs to hire additional team members, it would be ideal if management has the headcount available. Therefore, the team management has to be fully on board with the Spectrum process before the workshop starts.

The prerequisite for a successful Spectrum workshop is to gather all team members together in one room for a full day, ideally with the option to extend the workshop to a second, consecutive day. It would also be great if there was the possibility to have a team dinner after the workshop, or any other team-building activities.
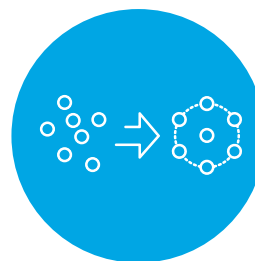
The ideal physical space for a Spectrum workshop is a typical Design Thinking room, equipped with generous amounts of post-it notes, pens, whiteboards, etc. The details of the needed materials are described in the Material List that is a part of this document. If you plan to run Spectrum for a full day, as is recommended, you should also provide enough food and drink for the lunch and coffee breaks.

Spectrum is performed in a flexible and informal workshop context

Spectrum is essential for transforming a group into a team

The best time to run Spectrum is when a core team plans to grow

The first chance, and arguably the best time to run a Spectrum workshop, is when a new team is put together and a core team of a few members already exists. Ideally, we are talking about a 1-digit number of people. The core team is now facing the need to find out which skills and roles are already present in it, and/or which ones are still needed to complete it.

The underlying assumption for Spectrum relies on Design Thinking principles, starting from three core innovation areas: Desirability, Viability, and Feasibility. Innovation always happens in the "sweet spot", where these three areas overlap. Therefore, an innovation team needs to cover those areas, either through their own team members or through outside resources.

Spectrum is made up of four main phases guiding the team on their innovation journey. These phases are: *Why*, *What*, *Who Does What*, and *How*.

In order to shape a group into a team, the phases focus on fundamental team characteristics like shared vision, team objectives, role clarification, and distribution, as well as team culture. Each step is made up of several collaborative exercises, explained below.

With each completed phase and each concluded discussion, the workshop participants get one step further to becoming an innovation team. The resulting assets of each phase are posted on the Spectrum Canvas.

Phase 1 – Why, defines a shared team identity and gives orientation about high level goals and desired achievements, as well as the way to get there. This is done through the vision and mission exercises.

In the vision exercise, the members create a mental picture of where the team sees itself in the future, by using visual elements to craft an inspiring and compelling magazine cover. This cover should visualize the team's greatest (future) achievement in the form of a strong headline and inspirational imagery. From this magazine cover, the team derives a powerful vision statement.

Four phases to get to one team

Why ···· What ···· Who does what ···· How

The four main phases

In the next exercise, the team articulates a mission statement to answer the question, by what means they want to reach their vision. The mission is built according to the ABC structure – a statement involving the team's (future) actions (A), who or what would benefit from it (B), and the desired change (C). Both mission and vision statement will guide the

team throughout the remainder of the workshop as well as for the foreseeable future.

Phase 2 – What, aims to position the team more precisely according to the three innovation areas – Experience (Desirability), Technology (Feasibility), and Business (Viability).

All areas need to be covered in an innovation team; however, the focus can differ depending on the team's purpose, goals, or industry. In a mission mapping exercise, the semantic elements of the mission statement are mapped onto the three innovation areas, as well as the intersection areas.

The total number of mission elements per area defines the importance, and hence the proportions of the areas. It shows the desired team composition, derived from the mission composition.

The outcome visualizes the balance of the defined team aspirations and objectives across the three innovation areas. These proportions get tracked on the Spectrum diagram on the Canvas, by tracing the areas in their respective colors.

In **phase 3, Who Does What**, the perspective shifts from the team to the individual, highlighting the personalities and skills of each team member. In the first exercise, each team member creates a personal card by selecting up to three professional roles they see fitting to their current work reality.
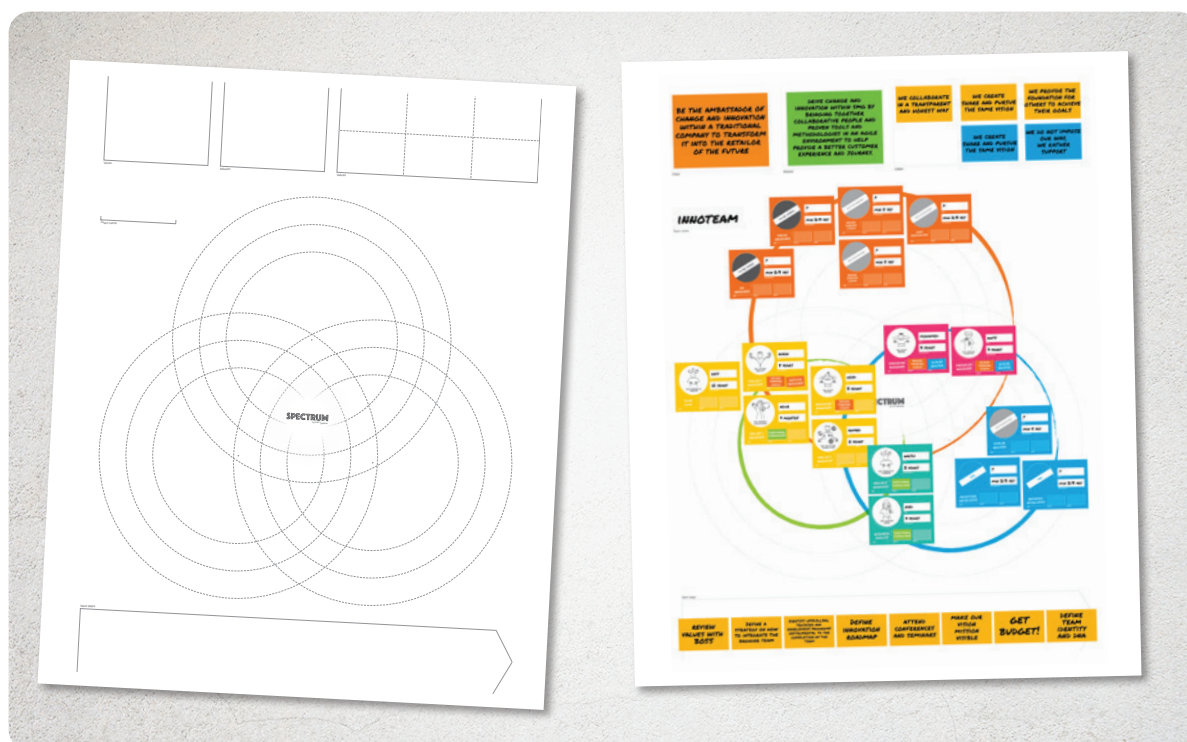
Blank and filled Canvases

Additionally, they pick an avatar describing their personality. The subsequent discussion of the personal cards promotes the team members' understanding of one another. Based on each person's main role, the innovation cards are placed onto the innovation area diagram. For example, a technology expert would position themselves within the technology area whereas a marketing and communications expert might see

themselves to be in the intersection area between experience and business.

The resulting comparison between the team aspirations defined by the team mission and the current team set-up highlights potential gaps regarding people or skills. In case there is a mismatch, there are different options to fill the gaps: Upskilling, outsourcing or hiring. These options or any other ways to fill the gaps are discussed by the team and added to the innovation area diagram.

Phase 4 (How), the last phase, addresses the desired team culture, and outlines how the team wants to work together. The team agrees on the three most important team values, by basing their decision on a choice of inspiring picture cards. After all, a picture is worth a thousand words.

In addition to the selection of team values, the team describes examples how these values manifest themselves in real-life work scenarios. As a final exercise, the team agrees on the next immediate steps and writes them down onto the Canvas.

1. The Planning and Preparation Phase

Before a team can embark on a Spectrum workshop, there is some preparation work required.

Spectrum works best with teams up to 9 people. In other words, Spectrum works best in a very early stage of the team set-up process, when not all roles and positions are filled already.

However, Spectrum could also be used for refreshing a team set-up in times of change, e.g., when the team undergoes personnel changes, is focusing on entirely new goals, or is looking for a new direction. For those cases – and for all cases, when the team is larger than 9 people – there is a Spectrum version for larger groups. It works the same way as the normal version, but it incorporates splitting up the large group into smaller ones for the exercises and bringing the whole group back together for alignments such as a final voting. Therefore, such a workshop has to be planned longer than the standard version – add at least half of the normal planned time on top.

In order to prepare a Spectrum workshop, the focus should be on three things:

- The whole team should be invited for a full day (food and drinks should be provided as well), everyone should be present
- A suitable room is essential (see below)
- Preparing the necessary materials is required before the workshop (see below).

1.1 A Suitable Room

The room should be large enough for the whole group, there should be enough space, e.g., to build smaller groups, have some comfy space to relax in during the coffee breaks, etc.

If you intend to have the lunch break in this room, you should ensure there is enough space, as well as the necessary equipment, such as crockery, cutlery, cups, etc.The room should have generous table or floor space to put materials onto and use as a workspace.

At least 2 - 3 whiteboards or enough empty wall space to hang up the posters and, if necessary, brown paper (in that case you need to provide brown paper as well).

The room should be equipped with standard Design Thinking materials, see the next paragraph.

1.2 The Necessary Materials (see also separate one-page list at the end of this document)

a. You will need sufficient amounts of the following standard Design Thinking materials (the amounts are mostly depending on the group size):

- Magnets or tape for hanging the Spectrum Canvas poster and other artifacts on the whiteboards (or walls/brownpaper)
- Post-its (in both large and standard formats, i.e. ≈ DIN A5 and ≈ DIN A7)
- Sharpies (black felt pens)
- Whiteboard markers in 6 colors (if possible, matching the Spectrum palette)
- Scissors and cutters
- Paper glue and adhesive tape
- Voting dots in various colours (i.e., small round stickers)
- A generous selection of colorful illustrated print magazines, old coffee-table books, or any other source of images that can be cut out and used for a colorful collage (in the magazine cover exercise)

b. Spectrum Specific Materials:

- 2 x Spectrum Canvas poster (Size DIN A0, i.e., 914 x 1220 mm, on plotter paper or similar)
- 2 x Mission Mapping diagram (Size DIN A1, i.e., 841 x 594 mm, on plotter paper or similar)
- 2 x Each of magazine cover template prints (Size DIN A3, i.e., 420 x 297 mm, printed on 120 g paper)
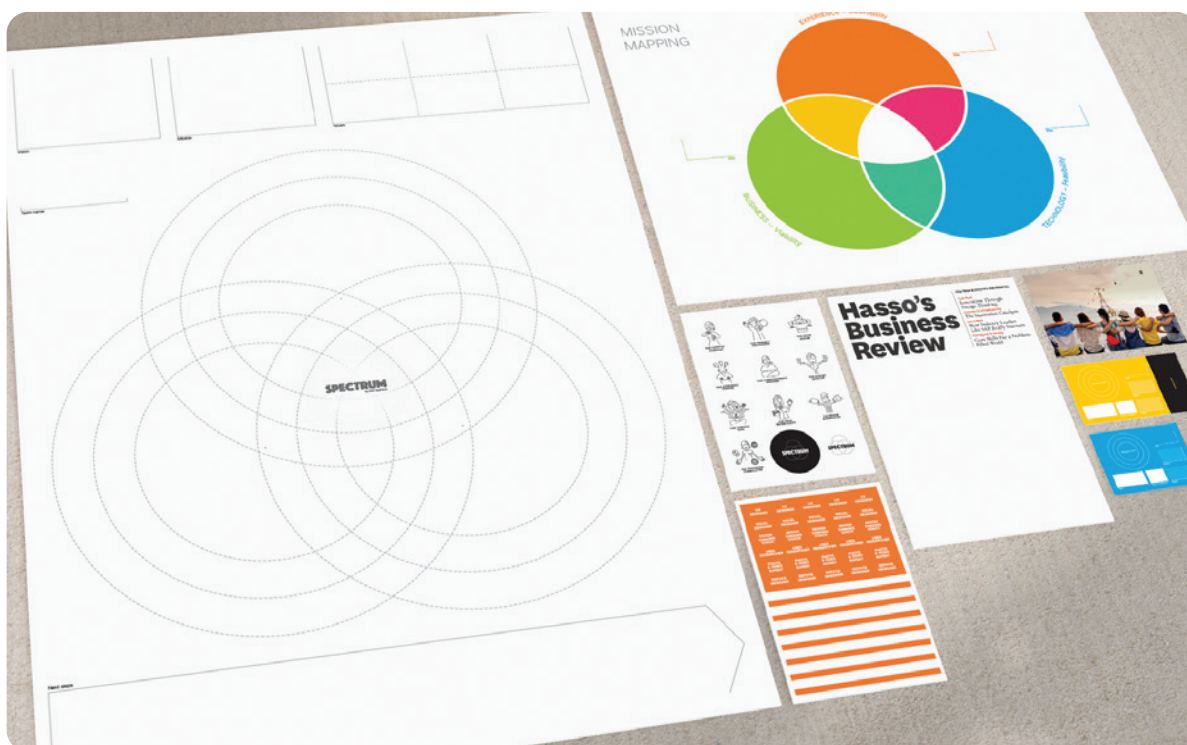
Spectrum workshop materials

- 24 x Avatar stickers (Size DIN A4, i.e., 297 x 210 mm, printed on Herma® 4477, 60mm pre-cut, adhesive, round label-sheets)
- 24 x Role stickers (Size DIN A4, i.e., 297 x 210 mm, printed on Herma® 5027, 38,1 x 21,2mm pre-cut, adhesive, rectangular label-sheets)
- 10 x 6 Personal cards "Upskilling" (Size 136 x100 mm (closed), 184 x 100 mm (open), printed on 120 g paper and cut to shape)

- 5 x 6 Personal cards "New Hire" (Size 136 x100 mm, printed on 120 g paper and cut to shape)
- 52 x Value cards (Size DIN A5, i.e., 210 x 148,5 mm, printed on 240 g paper and cut to shape)
- 1 x Moderator script (PDF version, optionally printed on paper, size DIN A4, i.e., 297 x 210 mm)

You will find all the print templates in the attached "Spectrum Print Templates" file.
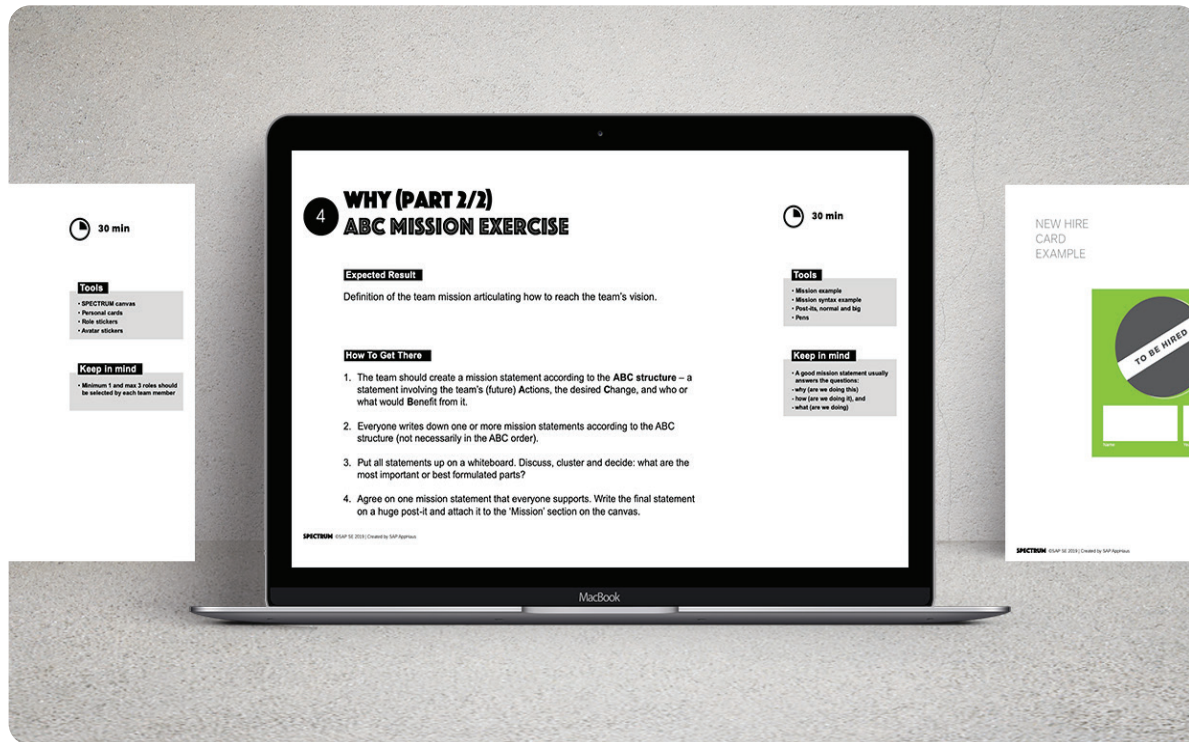
Spectrum moderator script

As you can see, the paper sizes range from DIN A0 to DIN A6. To print out the larger assets, you may want to use a plotter. As an alternative, you could draw the diagrams directly onto the whiteboards, as they are not overly complicated.

The smaller-than-DIN A 4 assets should also be cut to size manually. Herma® sticker products are mentioned as required, but the mentioned products are only recommended, since they would fit perfectly for the task. If you prefer a different brand, that is absolutely fine, as long as the dimensions are fitting. Alternatively, you could also use a plain sheet of sticky paper, and cut the stickers out by hand.

Before the workshop can start, you need to make sure you have enough moderators on board, who have familiarized themselves with the Spectrum methods, and know how the workshop is supposed to be run. Ideally, there should be at least one main moderator and at least one who helps setting the scenes for the various exercises, keeps track of time, etc. If the group is larger than the recommended maximum of 9 people, you may consider to form groups, and for each group, there should be moderators on hand as well.

The moderators should not be team members, because team members are needed in their own roles.

The moderator script helps the moderators to run the exercises correctly. However, for an experienced Spectrum moderator, it is optional.

In the moderator script, you will find the appropriate timings for the exercises as rough guides. However, in reality, the length of the exercises can extremely vary.
A lot depends on the size of the group, since in many exercises each team member is granted airtime to present their ideas. So, the more members are on the team, the more time needs to be planned for. Also, it is hard to predict at which point the team may start a hot discussion on controversial topics. Therefore, you should plan plenty of extra time into the agenda. It is always better to be finished earlier (and have a drink together) than to have to ask the group to drag on over the reserved time. Having said that, it is also necessary to respect such discussions, since they are valuable for the quality of the results and for the team spirit. It is recommended to interrupt discussions only when they are off-topic and not contributing to the workshop goal.

Agenda for 1-day Spectrum ws

Time		Time		Time	
9:00	**Welcome**	11:15	**What** Mission Map & Area Redefinition	15:30	**Coffee Break**
9:15	**Introduction**	11:45	**What** Category & Headcount Mapping	15:45	**How** Team Values Exercise
9:30	**Warm-Up** How-Teaser	12:30	**Lunch Break**	16:15	**Next Steps**
9:45	**Why** Magazine Cover Exercise	13:30	**What** Roles Definition Exercise	16:45	**Wrap-Up** Feedback Collection
10:30	**Why** Abc Mission Exercise	14:15	**Who Does What** Roles & Avatar Selection	17:00	**End?**
11:00	**Coffee Break**	15:00	**Who Does What** Further Roles Assignment		

Dynamic Changes May Occur

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A typical agenda of a Spectrum workshop

Welcome the Participants

When the workshop is about to start and the participants arrive, try to make them feel welcome. It would be nice to offer some snacks and hot beverages to get people started. When everybody has arrived, you may want to start the session with a quick warm-up exercise, depending on the mood and the energy level of the group.

Introduce Spectrum

To start with the exercises from the Spectrum agenda, the moderators have the option to present the general concepts and goals of Spectrum to the workshop audience. This step is optional and depends on how much the group already knows or wants to know about what awaits them. The intro presentation in PDF format is part of this package. As the presenter, you should have made yourself familiar with the slides before presenting them to the group. Also, you have to plan the appropriate time slot for it and add it to the agenda. In the introduction, whether the slides are used or not, the moderators should point out the Spectrum Canvas and explain, that the Canvas will be filled with content throughout the workshop.

Spectrum Workshop situation

1.1. Exercise 1: Spectrum Warm-up

The first Spectrum exercise serves also as the first half of the Values exercise, which will be revisited at the end of the workshop program. This exercise is also a warm-up for the whole team to get rolling.

Before the exercise starts, the 52 Spectrum Value Cards are spread out on a table, the floor, or any other suitable surface. Everyone should get enough time to be able to look at all the cards.

At the end of the viewing time, the moderator asks every participant to pick one card that represents the most important team value for him or her.

A value can be something positive that the team should be doing, or something negative, that the team should avoid doing.

Each team member should pick up one card and then write a post-it with the value that it represents, in a short form, like a keyword. For example, "transparency", "honesty", or "risk-taking" could be such values. Then the post-it is attached to the back side of the chosen Value Card. Everyone is asked to post their Value Card onto the Team Values area on the Spectrum Canvas, using magnets or sticky tape, so that the images can be seen (but not the post-its). During the workshop, everyone will be able to see the chosen cards and may start to wonder what team values the other members had in mind, judging from the images they picked.

1.2. Exercise 2: Creating a Team Vision

This exercise is divided in 3 parts:

1. **Brainstorming**
   Every team member should first of all think of the greatest achievement that they could dream of for the team to achieve in the near (or not so near) future. It should be a bold goal that looks like a really long shot from today.

   Then everyone is asked to think about that achievement as if they were now in the future and that achievement has just become true. If they now (in the future) had to write a success story about the big achievement, what would the title of that story be? Everyone should write their own headline on a post-it.

2. **Creating a Magazine Cover**
   The moderator introduces the magazine covers (printed out from the templates) to the workshop audience.

   Every magazine has a slightly different perspective, such as a business focus, a technology focus, and so on. Everyone is now asked to present their ideas one after another, and to post their headline to the magazine cover, where they see the best fit. After everyone has presented their ideas, the team discusses, maybe clusters,

and eventually votes on the best headline (thus also the dream achievement). If everyone agrees, the headline may be modified according to the thoughts of the team.

Magazine cover templates

Finally, the team should then go ahead and create the actual magazine cover, make it look nice and exciting, using the illustrated magazines provided, as well as scissors and glue. When the cover is considered finished, the team should go ahead and formulate the vision statement.


A finished magazine cover example

3. Creating the Vision Statement:

    Starting from the magazine cover the team created, it is now time to come to a well-formulated and probably also somewhat more abstractly formulated statement that could serve as the guiding star for the whole team in the foreseeable future.

    How does the team see itself, and how does it want to be seen by others? The team is given time to discuss and to eventually come up with a statement that the entire team can stand behind. This statement is written on a large post-it and attached to the Canvas.
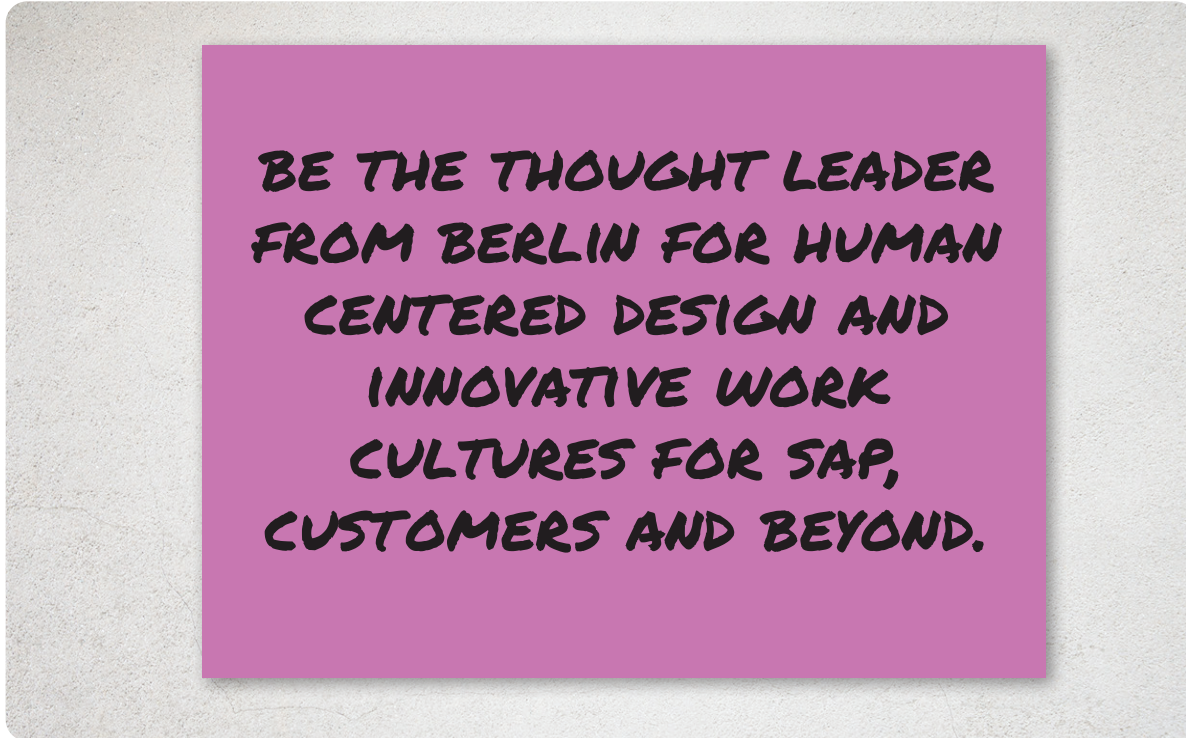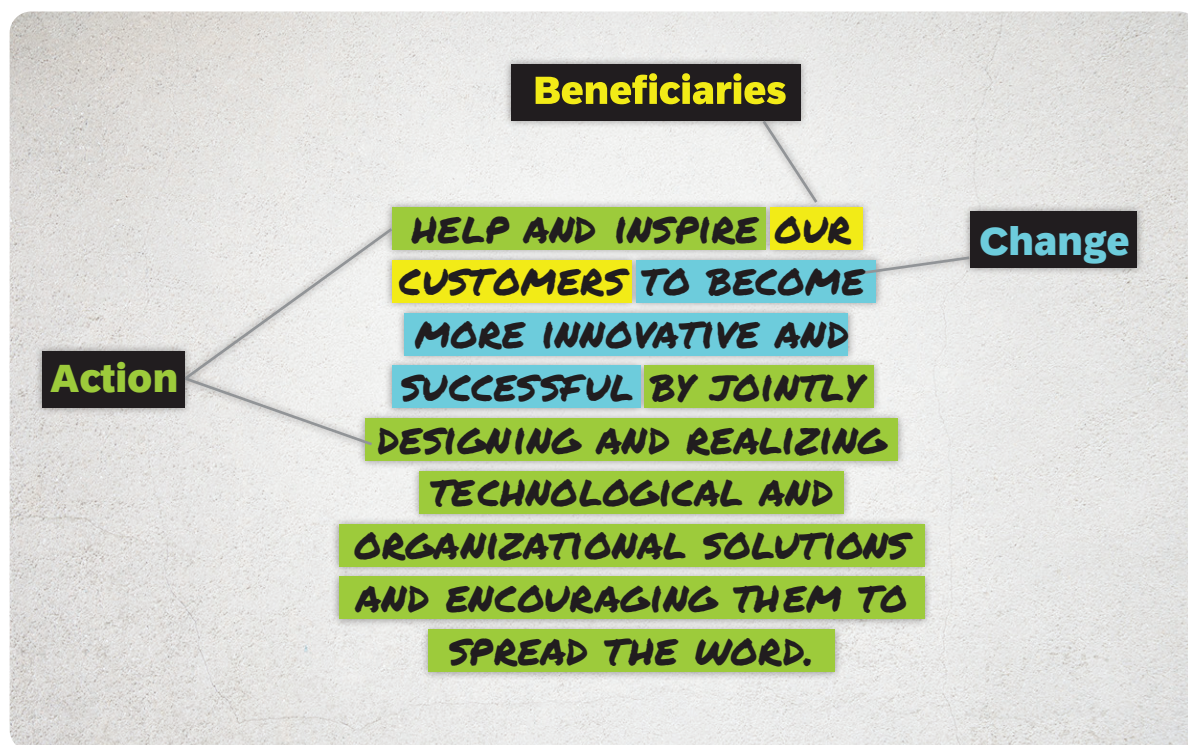

Vision statement example

The team mission statement describes the way the team needs to go forward to reach the team's vision.

It is a rather practical suggestion and to make it successful, it needs to contain at least these 3 ingredients:

A. A concrete **action** (that can be taken every day)

B. A **beneficiary** (who or what will profit from your action)

C. A concrete **change** (whatever will change for the better for the beneficiary)

So, it's A for action, B for beneficiary, and C for change, that's why it is called the "ABC method".

An ABC mission statement example

Every team member should make an effort to formulate a statement that contains these 3 elements and write it on a post-it.

All statements are attached to a whiteboard.

The team should discuss the statements, maybe cluster and vote on them, refine them, and eventually come up with the final mission statement. This statement is also written on a large post-it and attached to the Canvas.

2.1. Exercise 4: Mapping the Mission Statement

The Mission Mapping exercise will help to make the mission feasible, as it connects the mission statement to the innovation areas (Experience, Business, and Technology). This is the first step in defining the optimal team set-up in terms of required team roles and skills.

The first step of the mapping exercise is to gather the team around the Spectrum Mission Mapping template. Then, the team needs to disassemble the mission statement into separate semantic elements. Semantic elements are the smallest possible components of the statement that still make sense together. For example, the sentence "Help and inspire our customers to become more innovative and successful by jointly designing and realizing technological and organizational solutions and encouraging them to spread the word" has the following semantic elements:
    Help, inspire, our customers, become more innovative, become more successful,
    jointly designing, realizing, technological solutions, organizational solutions,
    encouraging, spread the word.

The semantic elements are written on separate post-its and now the team has to decide, where these elements belong on the Spectrum Mission Mapping template. In that discussion, some mappings might be more obvious than others. For example, "designing" will most likely go onto the Experience - Desirability segment, "technological solutions" will probably go to the Technology - Feasibility area or to the intersection between Technology and Business. "Become more successful" is perhaps a little bit more ambiguous, hence it is more debatable where to put it.
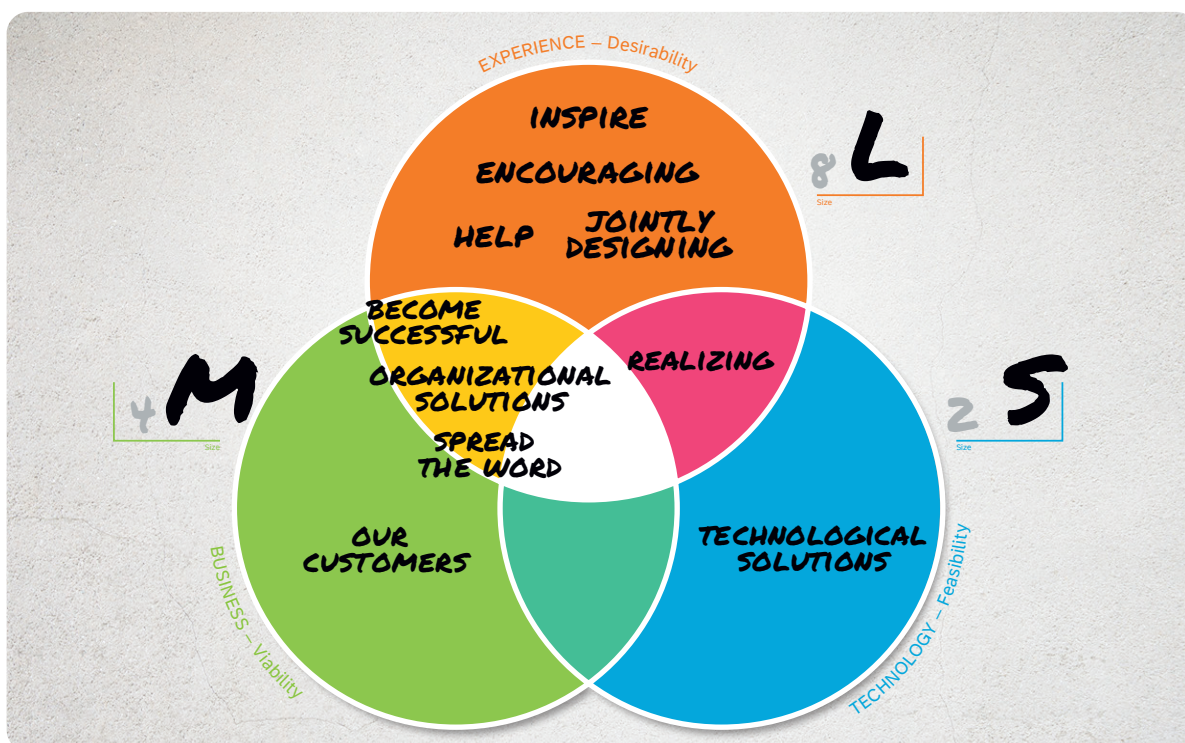
At the end of the exercise, the diagram could look something like this

The discussion should be thorough and at the end, the team should be on the same page as to which semantic elements belong to which innovation areas.

In the next step, the elements in each circle are counted, intersections are included.

In the example shown, the count is as follows:

- Experience - Desirability: 8 elements
- Business - Viability: 4 elements
- Technology - Feasibility: 2 elements

This result shows that the team has a clear focus on Experience, hence it would be a good (and obvious) idea to have a few designers on board. Results like that come out of the mission mapping and will be discussed much deeper in the Who Does What phase.

As a moderator, you should now grab the markers with the Spectrum colors, especially the orange, green, and blue ones, and draw the circles on the Team canvas in the size that corresponds to the count. In our example, the Experience circle is the largest one, the business circle is medium in size, and the technology circle is small.
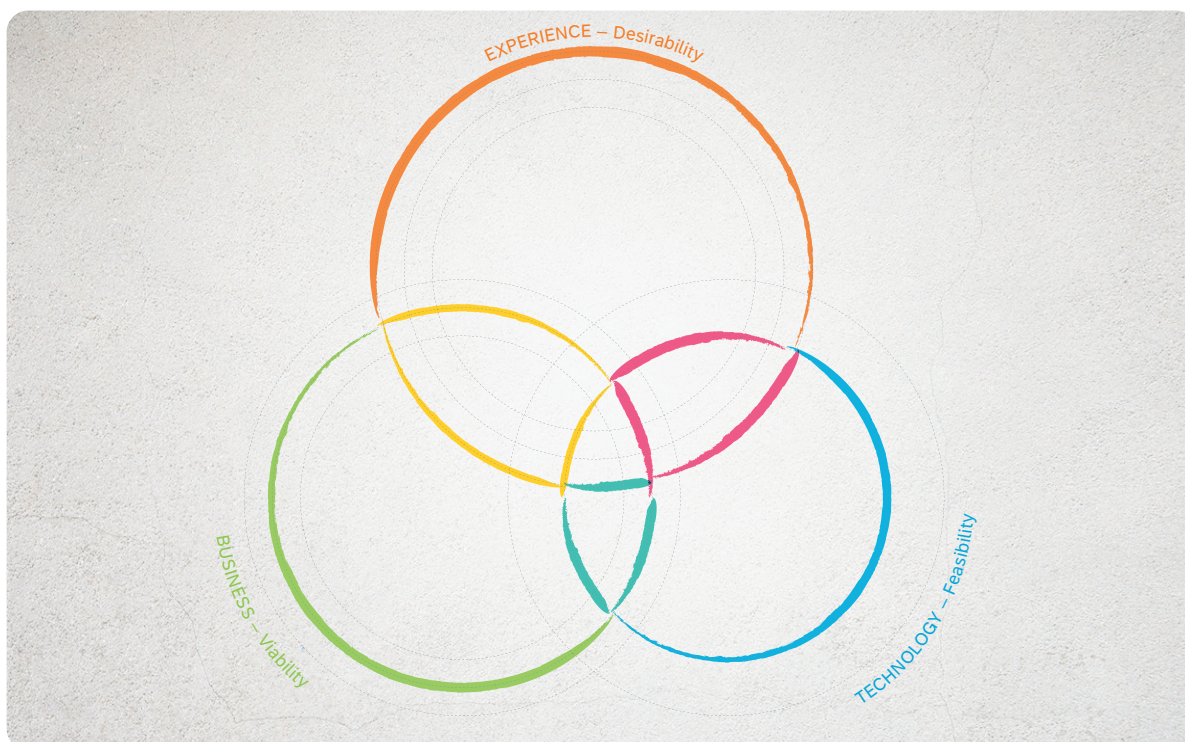
New circle sizes as a result of the mission mapping

The circle sizes give an initial idea about the best team set-up that is required to enable the team to realize the mission, and hence to achieve the vision.

Although none of this is exact science by any means, and nothing in a team dynamic is ever carved in stone, the circle sizes definitely give a good idea about the team composition that would work best, at least in the starting phase. The team composition is discussed in the next phase, the Who Does What phase.

3.1. Exercise 5: Roles and Avatars

To start this exercise, you need the colored Personal Cards (Upskill version), the role sticker sheets, and the avatar sticker sheets.

The colors of the Personal Cards and Role Stickers correspond to the innovation areas and intersections. First, everyone should choose a Personal Card in the color that they think fits best to them. For example, a designer would pick an orange card (Experience), while a developer would likely pick a blue one (Technology). The choice of color depends on where, in which area, the people see themselves right now (not where they would rather like to be instead, should that actually be the case).

People should write their name on the card as well as the relevant overall professional experience. Next, they should pick (or write) a role sticker of the same color and stick it onto the Main role section on their Personal Card. If they have another important role (or a maximum of two), which is not their main role but still occupies a large amount of their time, they can stick it (them) onto the Support role field(s).

The next step is to select an avatar from the offered selection. The avatars have been derived and developed from the possible combinations of the 5 most prominent human character traits, according to what is known in Psychology as "The Big 5" or "The OCEAN Model".

Every team member should pick the avatar they think represents their personality the best.

It is usually not very hard to find an avatar that fits, and if there is no best fit, there usually is at least a fairly close match. If a team member is unable to pick an avatar they like, then the moderator should not force them to do it, since it is only a playful additional card element.

Mapping the Team onto the Canvas

When everyone has filled out their Personal Card, everyone should go to the Team Canvas one after another, place their Personal Card into the appropriate innovation area (or intersection), and present it to the team, explaining why they picked that role and that avatar. That presentation should not take more than 1 minute per person, but questions or remarks by the team are allowed. After the presentation round, everyone on the team should have a good idea about who is presently on the team and what their roles are, along with an initial idea of what the team members' personalities are like.

If any team members unfortunately did not make it to the workshop, the team should, to the best of their knowledge, fill out the cards for them. The "missing" team members' cards have to be taken into account as much as possible.

When all Personal Cards are hanging on the Canvas, the team should have a look at where, in which areas, they are hanging in comparison to the result of the Mission

Mapping exercise. In our example from that exercise, the focus of the team was on the Experience area, then on Business, and, in third place, on Technology (each area including their two intersections). Do the results match? Are any innovation areas under- or overrepresented? Are any roles missing, or are there too few or too many people with the same roles? The team should discuss these questions, and although the results are quite often more or less "ok" or at least tolerable, they are also quite often not. For example, if the team has a focus on the Experience area, but there are no designers on the team, then that is an issue. If the team wants to run customer projects, but nobody is able to take care of the business side of things, that is also an issue.
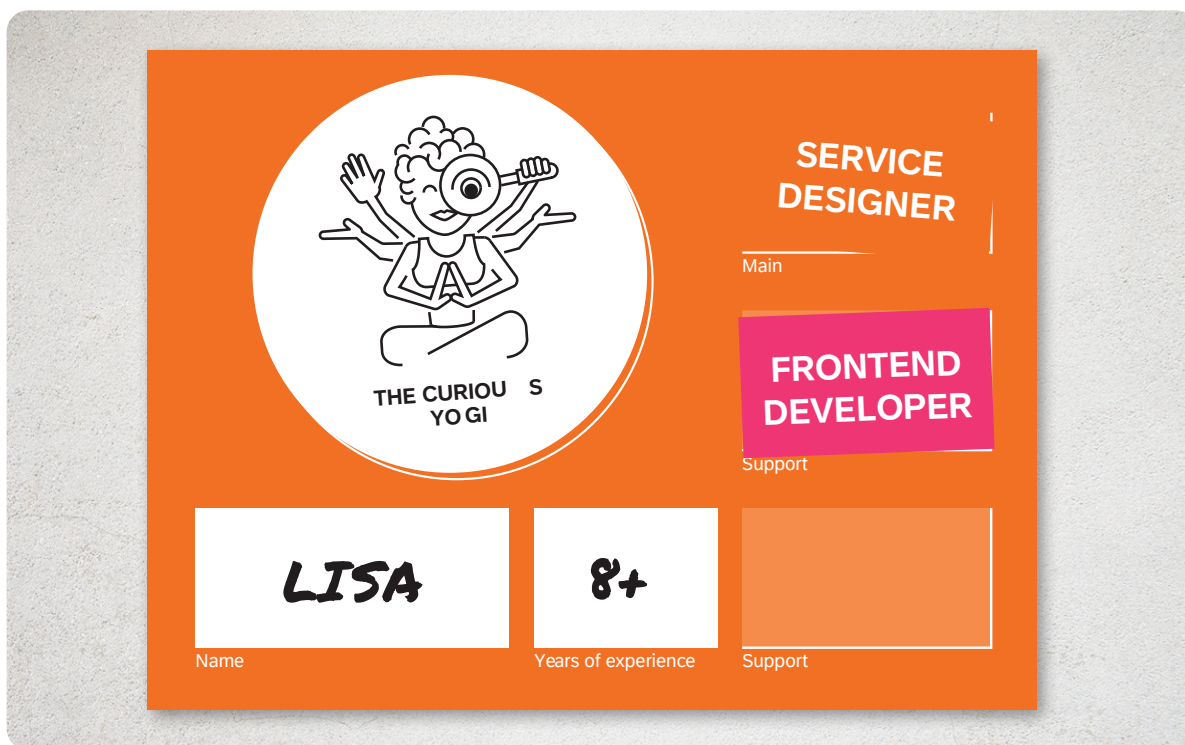
An example of a finished Personal card

If the team detects any gaps that must be addressed, there are 3 ways to address them, as it is explained in the next chapter.

But before that, it must be made very clear that it would not be ok to try and reduce overrepresented areas simply by asking people to leave or even fire them from the team. It would be ok, however, to ask members of overrepresented areas to ask themselves if they could imagine a change of focus, or even adapting a new role (perhaps as secondary role), as it is explained in the next chapter.

3.2. Exercise 6: Improving the Team Composition

As explained in the previous chapter, this exercise is only needed, when there is a strong mismatch between the results of the mission mapping and the team mapping. This usually means there are gaps in one area that needs to be filled for the team to be effective. This may go along with too many team members being in another area, maybe even sharing the same roles.

As mentioned before, there are 3 ways to fill any gaps and to find out who could be doing it:

- Upskilling
- Outsourcing
- Hiring

Upskilling

This is the easiest and likely least cost-intensive solution. Somebody from the team takes over a new role. For example, a designer could be interested in doing project management and even in acquisition and sales activities. This would mean that a current team member might want to change focus, and first learn and later fill the role of a project manager. As a result, this person would move more into the direction of business and, in our case, move from the Experience area to the intersection between Experience and Business. In this case, the person would pick up between 1 and 3 new role stickers and attach them to the Upskilling portion of the personal card, which appears, when the little sticker on the reverse side is removed and the extra portion of
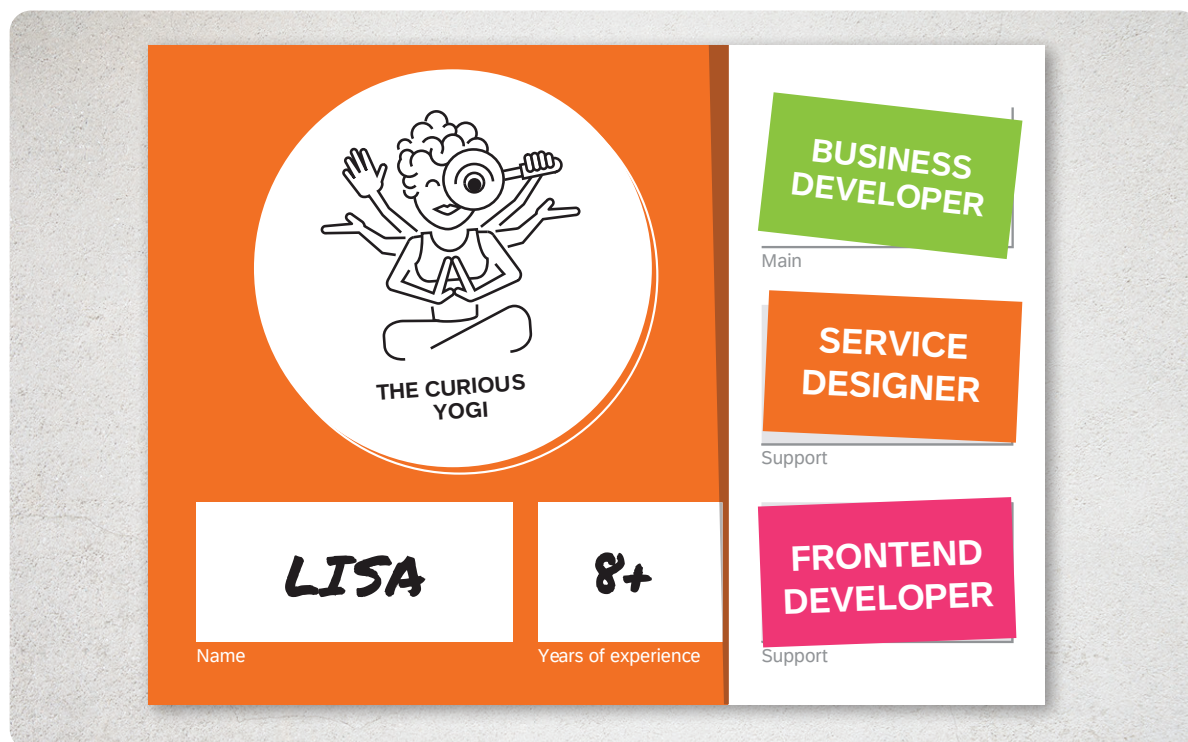
Example of an upskilling card:

the card is turned around to the front side. The card will then be moved from its original position on the Canvas to the area that matches the color of the first role sticker.
In the example shown, Lisa, who had picked an orange card and put Service Designer as her main role and Frontend Developer as supporting role, added the Business Developer role on the top rank of the upskilling portion of the personal card. That means lisa wants to take over the Business Developer role in the future and needs to upskill to be able to do so. Her card is moved on the Canvas from the orange area to the green area, i.e., from Experience to Business.

When team members decide to upskill themselves, it also means that they might possibly create a new gap, since their previous main role is being changed to a supporting

role. The team has to consider these changes and make sure that they still have every necessary role filled.

Outsourcing

If no team members would like to take on a new role (which is likely to happen in most cases), the next best option is outsourcing. The team should think about possible collaborators outside of their team, but still inside the organisation.
Are there other teams in the company that could help out by temporarily providing resources that the team itself is missing, and can do this on a regular basis? If not, is it possible to collaborate with external resources on a project basis (which mostly depends on available budget)?

If the answer to either of those question is yes, the team should fill out a Personal Card of the Outsourcing type. Then add a role sticker at the top, add the Outsourcing avatar sticker, write a role description on the reverse side of the card, along with relevant information about which team or organisation is to be involved, and finally stick the card to the appropriate area on the Canvas.

Hiring

Hiring might be an obvious solution for staffing new team members, and in an early stage it might be the best solution. However, when the team has grown already, the necessary hiring budget can be hard to come by.

If the team has hiring budget available (according to the management) and decides to hire somebody new, a personal card of the Hiring type is filled out, then like in Outsourcing, add a role sticker at the top, add the "To be Hired" avatar sticker, write a job description on the reverse side of the card, and finally stick the card to the appropriate area on the Canvas.
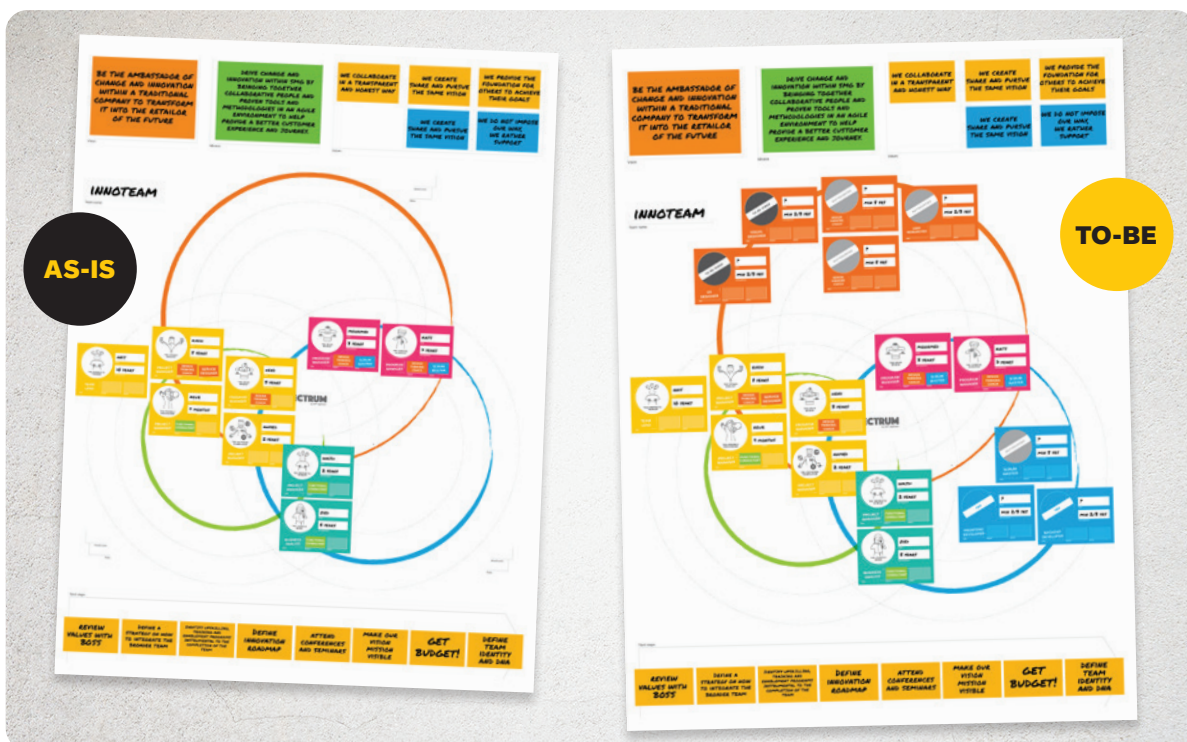
"Before" and "After" version of the Canvas, i.e., the "As-is" and the "To-be" versions

Any combinations of upskilling, outsourcing, or hiring, are also perfectly possible. In any case, at the end of the exercise, the future team setup should be complete and everyone should have a clear understanding of the team composition and of their own roles in it.

4. Spectrum Phase 4: How

4.1. Exercise 7: Team Values

This is the final Spectrum exercise, however, it is not yet the final agenda point, as there is a "Next Steps" exercise and the workshop closing still to come after it.

This is the second part of the Team Values exercise. In the first part, at the beginning of the workshop, every team member picked a Value Card that represented an important team value to them. They wrote a post-it with a keyword that represented that value and attached it to the reverse side of the Value Card, before they posted it onto the Canvas.

Now the time has come to discuss these values. The team members take turns in presenting their team value to the team, then remove the post-it with the keyword from their card and post it next to it on the Canvas.

After all values have been presented, the team might have additional questions or might want to discuss the values. The moderator should allow that and give room for further discussions.

The team discusses the chosen value cards

If everything seems to be clarified, the team can vote on the values. Everyone has 3 votes to use. The winners of the voting are being chosen for further refinement. There is no fixed number on how many values can be chosen, but a rule of thumb is that at the end, when the values have been formulated and posted onto the Canvas, there should be somewhere "between 3 and 6" values. There should be at least 3 "positive" ones and not more than 3 "negative" ones (so that there cannot be a majority of negative values).

When all of the favorite values have been elected, the participants should team up to formulate these values and bring them into their final form which will be written on a post-it and posted onto the Canvas. It is important that the entire team stands behind every single value, otherwise it will become very difficult to bring them to life over time.

When all values are posted on the Canvas, the Spectrum session is almost complete. The team has created a shared vision and has defined a mission, which is the way of operation to achieve the vision. From the mission, an ideal team set up was derived. All innovation areas have been filled with team members and their roles, so the team became ready and able to be innovative.

Finally, the team decided on some shared values and thus started to shape the team culture. Now, the final step is the call for immediate action.

5. Next Steps

At the end of the Spectrum workshop, it is a good idea to have a Next Steps exercise, in order to have the team discuss what immediately needs to be done moving forward. This could be, for example, steps to align with other stakeholders, start a hiring process, or to define internal responsibilities, and so on. When the team has decided on these next steps, they are written on post-its and posted to the bottom area of the Canvas.

That exercise completes the Canvas and the Spectrum workshop. The Canvas should be rolled up carefully, making sure that all post-its and cards remain in their place. The team can then take the Canvas to their office, hang it up in a suitable place, and have it serve as a reminder of all the workshop results, as well as a tool for upcoming iterations on any of them.

The resulting Canvas could look similar to this:
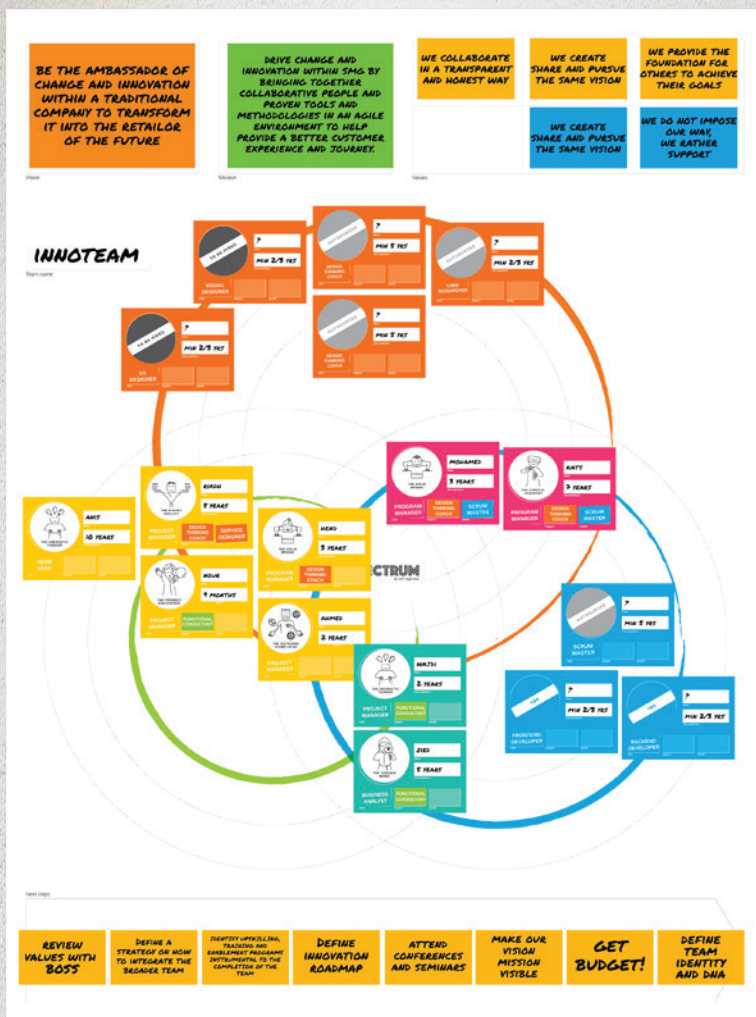
Example of a final Canvas

As stated above, innovation teams are vital to an organization's success and represent its chance to stay competitive or even rise as leader in their markets. Spectrum helps organizations put together teams that reflect their goals and detect the gaps that hold them back from being able to make a difference.

The team discusses placements of Personal cards

SAP ran Spectrum workshops with diverse companies, e.g., a young design agency, an innovation team within a large supermarket chain, or an innovation team within a large software company, amongst others. All workshops delivered consistent results despite the diverse range of set-ups. This proves that the method works successfully, independent of the context. Even though each starting point and context were radically different, all of these customers have embraced the Spectrum methodology.

Spectrum similarly impacted the team members and their attitude towards the composition of their team:

- It is healthy and powerful for team members to be able to think and talk about what they do, how they do it, and how they relate to the big picture as individuals.
- Reflecting about what each team member can do and how everyone contributes to success is key to the awareness of being a part of the change within their organizations, beyond their unique roles.
- Leveraging the power of visualization, the Spectrum Canvas provides completely new perspectives on the team within the organizational context:
  - ° The classical organizational chart is replaced by a much more comprehensible and contemporary innovation diagram that identifies individuals based on their roles and skills, not on their power relations or formal hierarchies.

° At the same time, it shows the team as a colorful group of individuals matching their self-stated mission, resulting in an immediate comparison that highlights which roles are covered and which are still needed.

Beside the above-mentioned, the Spectrum experience goes well beyond the workshop:

- Physically, the Canvas acts both as a reminder of the decisions made, and as a support to track the changes that the team has achieved over time such as new hires and upskilled profiles. It can additionally help understand how to re-structure the team when somebody leaves or adapt to other organizational changes.
- Psychologically, it raises the team members' awareness of their active role in the team, reminding them that beyond their professional profile they are part of a whole that they can impact and help evolve by actively contributing.

Conclusion

In the professional context, automation re-defines our profiles and skillsets, shifts the focus more and more on specialized, human-only characteristics. To face this fast-changing environment and be able to kick-off a successful innovation journey, organizations need to be able to pull together brilliant, efficient and well-balanced teams that reflect their bigger vision. Spectrum enables organizations to set up teams in a participatory way, where every member is empowered and can determine their role as well as collaboratively decide their common path to success. By offering a safe ground, Spectrum allows everyone in the team to feel part of a new start, being empowered and responsible at the same time.

Light-years away from the old top-down management approach, Spectrum sees the "manager" as a moderator and a leader: the gravitational center of a galaxy of talents that define their identity and the way to go forward together. For all those teams in companies who have not yet started their innovation journey and for those who want to run a pulse check about their innovation endeavors, Spectrum represents the starting point, their new 'day zero

Spectrum
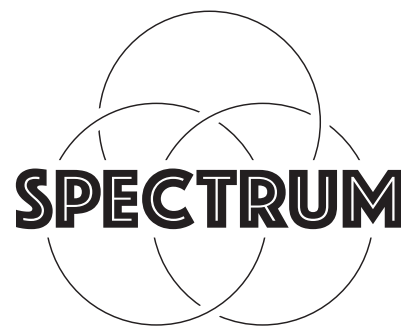The collaborative method to build innovative teams in organizations.
//////////////////////////
Download Version
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Moderator Manual
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SPECTRUM

Required Materials List

1. Standard design thinking materials

You will need sufficient amounts of the following materials (the amounts are mostly depending on the group size):

- Magnets or tape for hanging the Spectrum Canvas poster and other artifacts on the whiteboards (or walls)
- Post-its (in both large and standard formats, i.e. ≈ DIN A5 and ≈ DIN A7)
- Sharpies (black felt pens)
- Whiteboard markers in 6 colors (if possible, matching the Spectrum palette)
- Scissors and cutters
- Paper glue and adhesive tape
- Voting dots in various colours (small round stickers)

2. Spectrum specific materials:

- 2 x Spectrum Canvas poster (Size DIN A0, i.e., 914 x 1220 mm, on plotter paper or similar)
- 2 x Mission Mapping diagram (Size DIN A1, i.e., 841 x 594 mm, on plotter paper or similar)
- 2 x Each of magazine Cover template prints (Size DIN A3, i.e., 420 x 297 mm, printed on 120 g paper)
- 24 x Avatar stickers (Size DIN A4, i.e., 297 x 210 mm, printed on Herma® 4477, 60mm pre-cut, adhesive, round label-sheets)
- 24 x Role stickers (Size DIN A4, i.e., 297 x 210 mm, printed on Herma® 5027, 38,1 x 21,2mm pre-cut, adhesive, rectangular label-sheets)
- 10 x 6 Personal cards "Upskilling" (Size 136 x100 mm (closed), 184 x 100 mm (open), printed on 120 g paper and cut to shape)
- 5 x 6 Personal cards "New Hire" (Size 136 x100 mm, printed on 120 g paper and cut to shape)
- 52 x Value cards (Size DIN A5, i.e., 210 x 148,5 mm, printed on 240 g paper and cut to shape)
- 1 x Moderator script (PDF version, optionally printed on paper (Size DIN A4, i.e., 297 x 210 mm)