

IBM Skillsbuild Changemakers Program

2024

KISS
KALINGA INSTITUTE OF SOCIAL SCIENCES

IBM BRIDGE INSTITUTE

This workbook belongs to:

Writing enables us to think, feel, create, expand and evolve.

We have created this journal to accompany you during our workshop and far beyond.

Our Purpose

1. To uplift 31,000 Changemakers in the State of Odisha with skills of the future, changemaking skills and leadership skills.

2. To launch 6,200 projects in Odisha that will build a more sustainable, joyous, prosperous and fairer future.



The Agenda

Leadership Skills | Business Skills | Real-time Application

	Day One	Day Two
am	Welcome, Purpose, Agenda, and Introductions	Design Thinking: Defining the Problem
	Being at my Best	Design Thinking: Ideating
	An Introduction to SkillsBuild	Design Thinking: Prototyping
	Determining the Challenge	Agile Execution
pm	Taking People With You	Agile Execution
	An Introduction to Design Thinking	Risk Management
	Design Thinking: Empathy	Visionary Leadership, My Leadership Manifesto and Appreciative Feedback

The IBM SkillsBuild Journey

Number	Module Name
Module One	Information Technology Fundamentals
Module Two	Project Management Fundamentals
Module Three	Data Fundamentals
Module Four	Artificial Intelligence Fundamentals
Module Five	Applied Data Science with Python

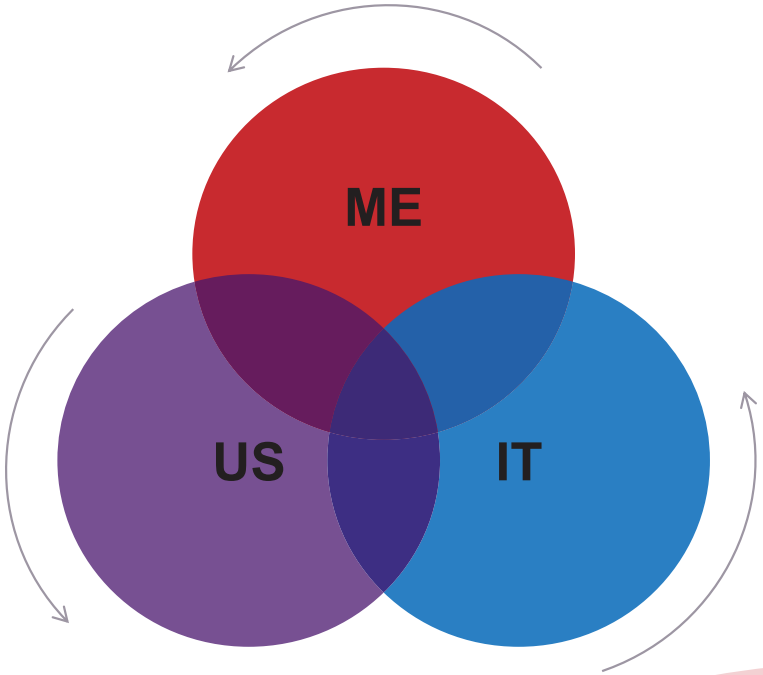
Individual Objectives

Please capture your personal intention for the programme…

Each person to develop their capacity for courageous changemaker leadership by:

- Understanding what being a changemaker is
- Knowing how to choose you attitude and to carry confidently the ability to inspire (even in high pressure situations)
- Learning how to create trust-based relationships and partnerships with others – the key to fostering sustainable followership
- Knowing how to develop your capacity in strategic and design thinking in a complex environment and start movements for change
- And anything else you want to go for!

Us – It



Being at my Best

OUT OF THE BOX

I'LL GIVE IT A SHOT…
Confident
Take risks

IN THE BOX
limiting mindset

I CAN LEARN FROM…
Open
Creative

I REALLY, REALLY WANT…
Tense
Blinkered focus



I CAN'T…
Hopeless
Blame

I WANT TO…
Passionate
Problem solve

I SHOULD…
Resentment
Do what someone else wants me to do

I CHOOSE TO….
Certainty
Productive

Being at my Best

JUDGE MINDTRAP	Positive Label	May Believe	May Feel	Therefore I.....	Core Quality
PROVER	Ambitious achiever	▪ I am only as good as my next success ▪ I'll be found out ▪ I have to show them what I can do ▪ I have to be better than others ▪ I'm afraid	▪ Tense driven energy ▪ High levels of stress ▪ Numbness	▪ Be overly focused and not see other perspectives ▪ Be extremely driven, working so fast others are left behind ▪ Not listen and engage others ▪ Just keep going, not knowing when to stop, review and celebrate success	Ambition / drive
CRITIC / DOUBTER	Quality evaluator	▪ I am useless/They are useless ▪ I've got it wrong (again) / They've got it wrong (again) ▪ I'm not good at/they are no good at..... ▪ I am not doing enough ▪ I'm a failure ▪ I'm not good enough	▪ Continued frustration ▪ Bouts of anger ▪ Self doubt	▪ Be highly critical of myself and others ▪ Only see the negatives and not acknowledge the positives ▪ Undermine myself and others ▪ Be judgemental and not able to hear another perspective	Discernment / holding high standards
PLEASER	Connector - supporter	▪ People won't like/respect me ▪ People will think less of me ▪ I have to say what people want to hear ▪ I have to be polite ▪ I must be friends with everyone ▪ Everyone must be happy ▪ I'm not likeable ▪ I'm not acceptable	▪ Continuous low grade anxiety ▪ Apprehension ▪ Guilt sometimes leading to resentment	▪ Hold myself back and not express strong views ▪ Worry about what others will think, hesitate and not act ▪ Avoid conflict ▪ Not be succinct in my delivery ▪ Rarely say no, taking on too much or what's not mine	Empathy / care for others

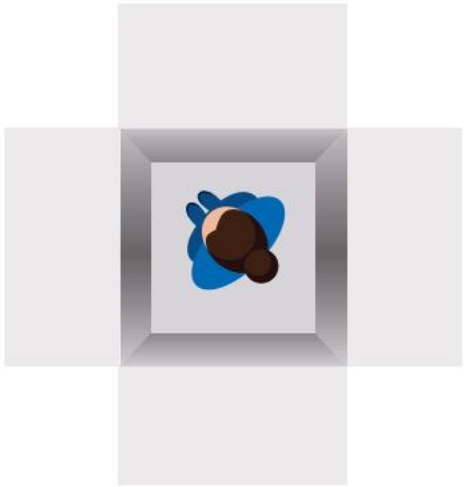
Being at my Best

PESSIMIST MINDTRAP	Positive Label	May Believe	May Feel	Therefore I.....	Core Quality
WORRIER	Careful planner	▪ The future is bleak ▪ Things always go wrong ▪ I can't do that ▪ They won't be able to do that ▪ I'm going to get into trouble ▪ I'm not safe	▪ Anxiety ▪ Stress ▪ Fear	▪ Find it hard to focus on one task at a time ▪ Overly cautious and risk averse ▪ Procrastinate ▪ Have a lack of conviction ▪ Check and recheck my & others work	Conscientiousness / Foresight
MARTYR	Selfless champion	▪ I can't have what I want now until I have earned the right ▪ I just have to get on with it ▪ I have to do my duty ▪ I mustn't be selfish ▪ My needs are not as important as their needs ▪ Things will be fine when xxx is done ▪ I am not worth	▪ Apathy ▪ Irritation ▪ Resentment	▪ Sacrifice own needs for others ▪ Take on more than I can effectively manage ▪ Take on too much responsibility ▪ Spend time doing what others expect or want me to do	Responsibility / care for xyz
AVOIDER	Guardian (of fairness)	▪ I can't do anything about this ▪ Things have to be this way ▪ It's not for me to do something about this.... ▪ There's no point in my..... ▪ It's hopeless ▪ I must just do as I'm told ▪ I'm useless	▪ Hopelessness ▪ Exasperation & Anger ▪ Resentment	▪ Let situations get worse and face them only when forced to ▪ Complain about why others don't fix things ▪ Take little or no responsibility for self or my part ▪ Moan and blame others ▪ Look to influence and build alliances with others who could support my views ▪ Be unapologetic ▪ Do nothing to influence the issue	Fairness / self preservation

Being at my Best

Getting out of the Box – E.T.C

OUT
OF THE
BOX



E

EMOTION –
What are you feeling, physically and emotionally? What are you thinking?

What is your mind saying about you, others, the situation and the consequences?

Acknowledge (without judgement) your 'in the box' state.

T

TRUTH –
Take a Breath. Then Tell the Truth.

Tell the truth about the situation. What is really true? What are the helpful truths to remind yourself of?

C

CONSCIOUS CHOICE –
Take A Breath. Then Choose.

From a position of truth make a conscious choice on what you intend to do or not do.

What are your options? What do you choose to do?

SkillsBuild is a global program implemented locally, powered by market intelligence, strong partnerships and a digital success team

AI-driven learning platform

Leverages Watson technology to facilitate discovery, provide recommendations and track learner progress.

Access to employment

Connecting learners to apprenticeships and jobs through job fairs and relationships with staffing companies like Manpower & Randstad



Content and credentials

Free online content is aligned to high-demand job roles with the goal to provide future-fit skills.
Stacked credentials provide verified data to employers and pathways to degrees

Career Coaching and Project mentoring

Career coaches and IBM subject matter experts support the learners in their skilling journey

Taking People With You

See - Hear - Speak



To be **seen** → To be **heard** and **understood** → To be **spoken** honestly to

Choose your attitude

"I **SEE** you"

You....

- appreciate them
- believe in them
- create rapport with them
- notice what you see and get into their shoes
- state your purpose

They feel seen

"I **HEAR** you"

You....

- ask open/enquiring questions
- show you're listening to them by:
  - Play back what they've said
  - Play back what you see and hear they're feeling
- deepen the conversation
- showing how what they are saying is shifting you

They feel heard and understood

"I **SPEAK** authentically to you"

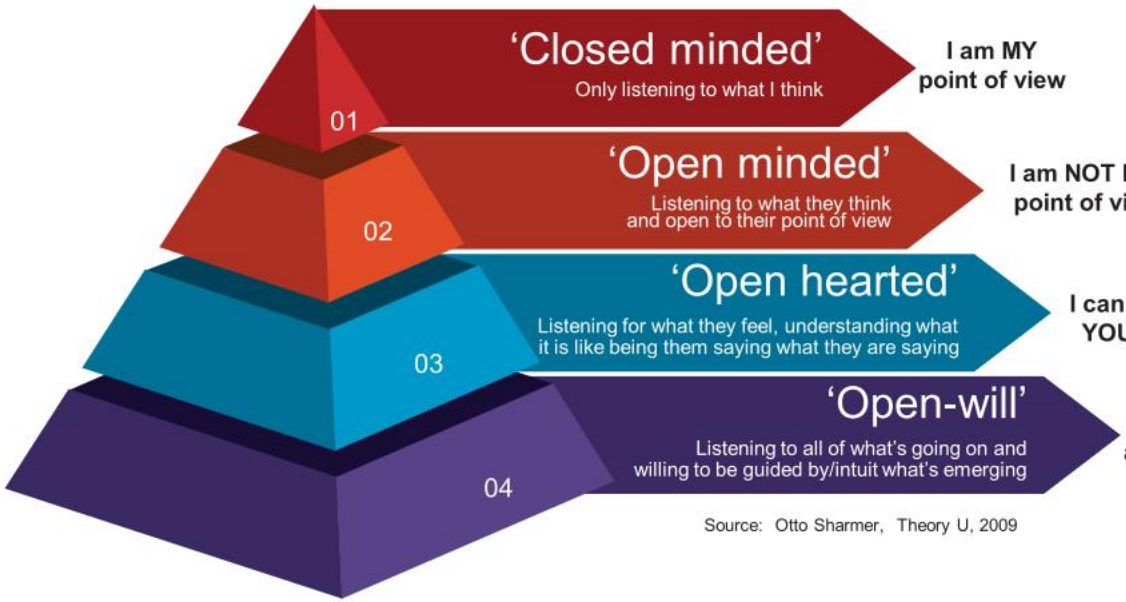
You....

- share what you see, think and feel
- share your own experiences and expertise
- share your vision

They feel you care and you're honest with them

Taking People With You

Hear



I am MY point of view

I am NOT MY point of view

I can experience YOUR point of view

We create a NEW point of view

Source: Otto Sharmer, Theory U, 2009

Reflecting Back & Exploring Thoughts

- "So what you're saying is…"
- "Let me make sure I've got this right …"
- "Tell me more about…"

Exploring Feelings

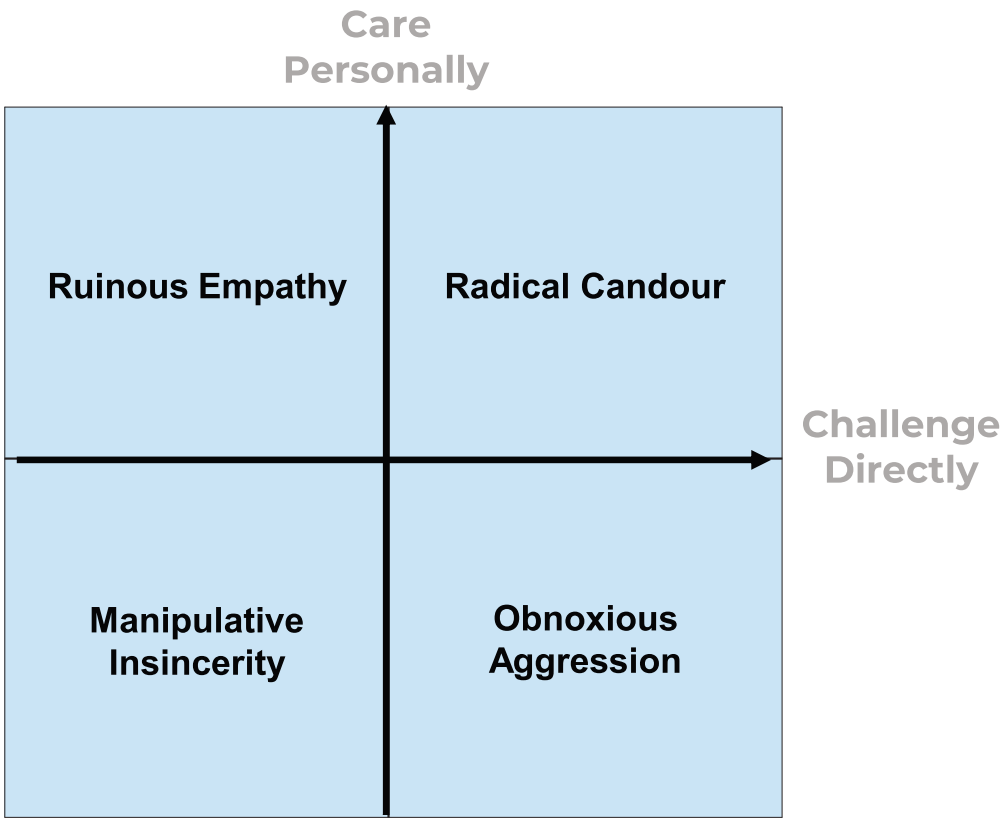
- "You seemed really excited/upset when you spoke about …"
- "I noticed you seemed a little hesitant about …

Share What You Are Learning

- "It makes me really think how I can learn from this."
- "I had not thought of this before."

Taking People With You

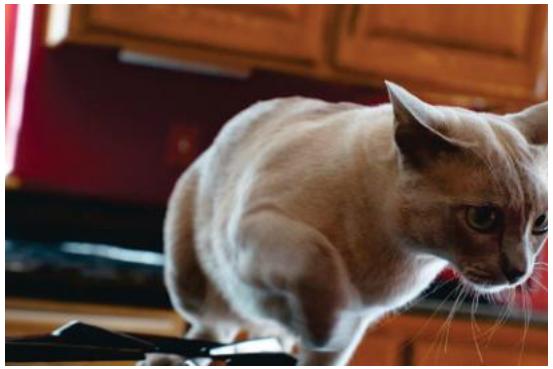
Speak: What stops me giving speaking up?

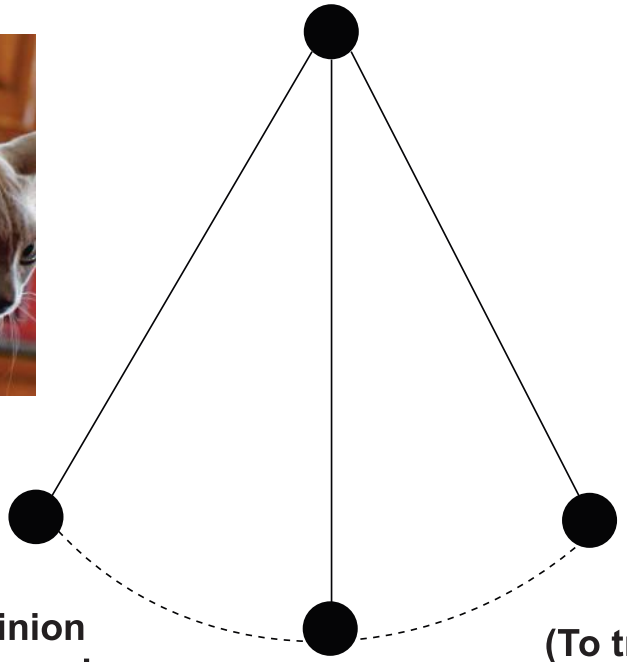


Source: Radical Candor, Kim Scott

Taking People With You

Speak –Speaking Truth with Care







Pussyfooting
(To not express an opinion because you are frightened to do so – like a cat circling around something it is unsure of)

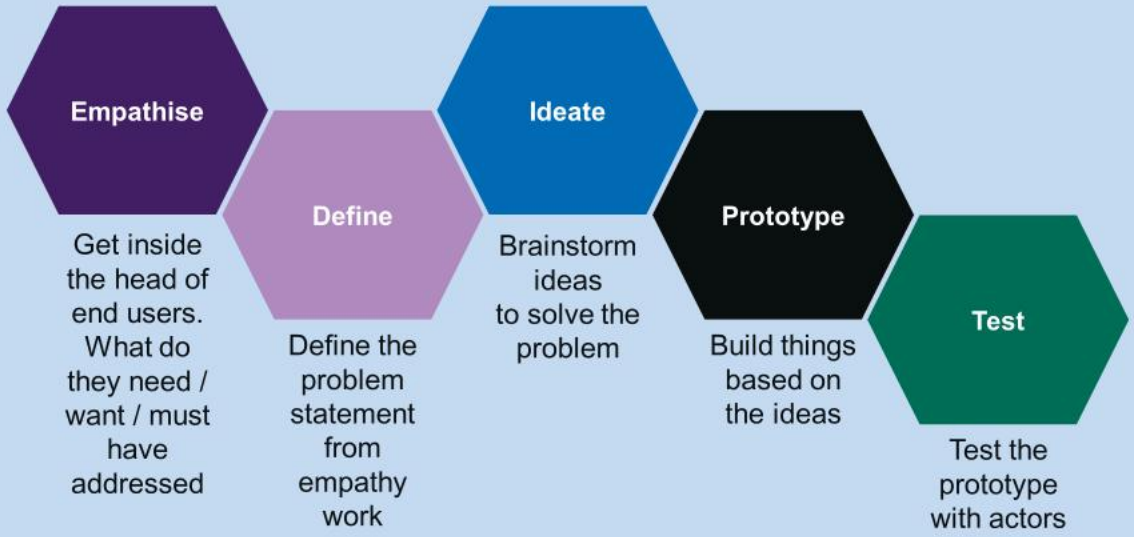
Speaking Truth with Care

Clobbering
(To treat someone harshly)

Design Thinking

Design thinking is a non-linear, iterative process which seeks to understand the actors, challenge assumptions, redefine problems and create innovative solutions to prototype and test.

The method consists of five phases and is most useful when you want to tackle problems that are ill-defined or unknown.



Design Thinking: Empathise

WHAT is the Empathise mode?

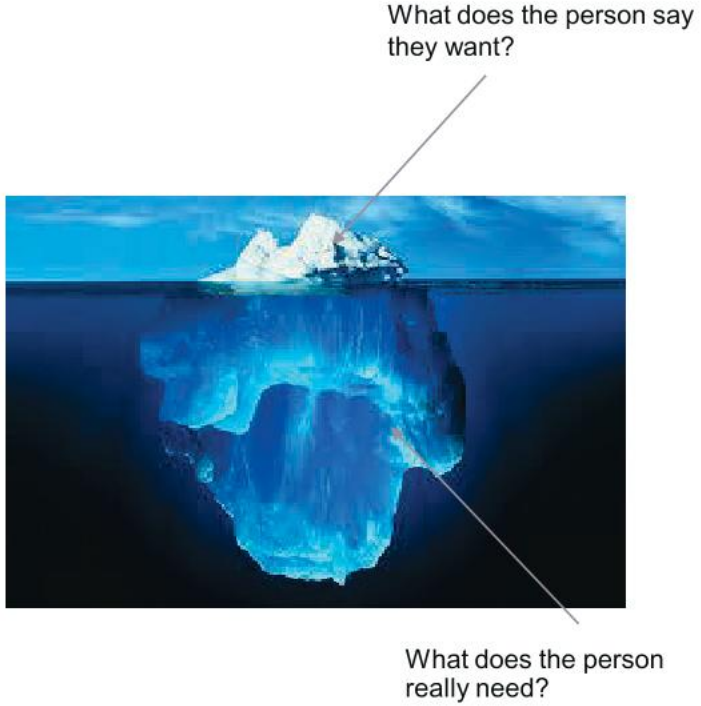
Empathy is the centrepiece of a human-centred design process. The Empathise mode is the work you do to understand people, within the context of the challenge. It is your effort to understand the way they do things and why, their physical and emotional needs, how they think about world, and what is meaningful to them.

WHY empathise?

As a design thinker, the problems you are trying to solve are rarely your own—they are those of a particular group of people; in order to design for them, you must gain empathy for who they are and what is important to them.

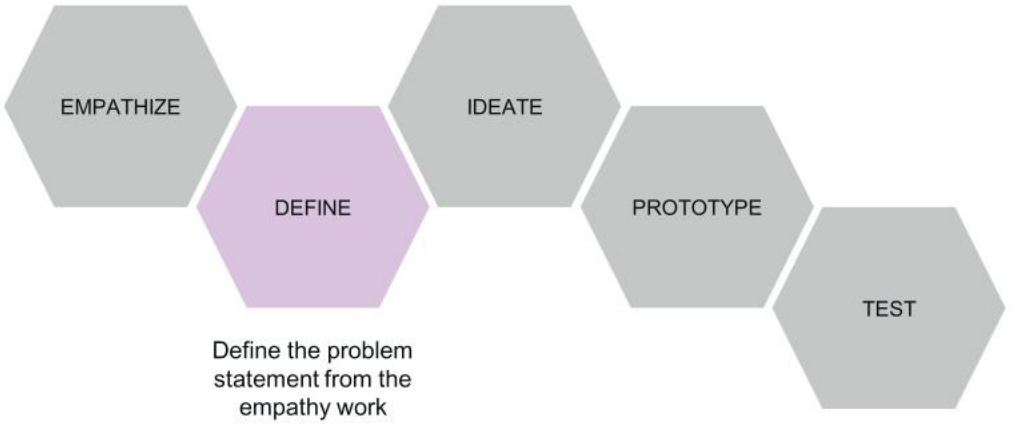
Observing what people do and how they interact with their environment gives you clues about what they think and feel. It also helps you learn about what they need.

The best solutions come out of the best insights into human behaviour. But learning to recognise those insights is harder than you might think. Why? Because our minds automatically filter out a lot of information without our even realising it. Empathising gives us a fresh pair of eyes.



- Could you explain that a little more?
- Anything else?
- Can you give me an example?
- What specifically?
- Why would that be a good solution?

Design Thinking: Define



'If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.'

Albert Einstein

"Most leadership failures are diagnostic failures."

Ronald Heifetz

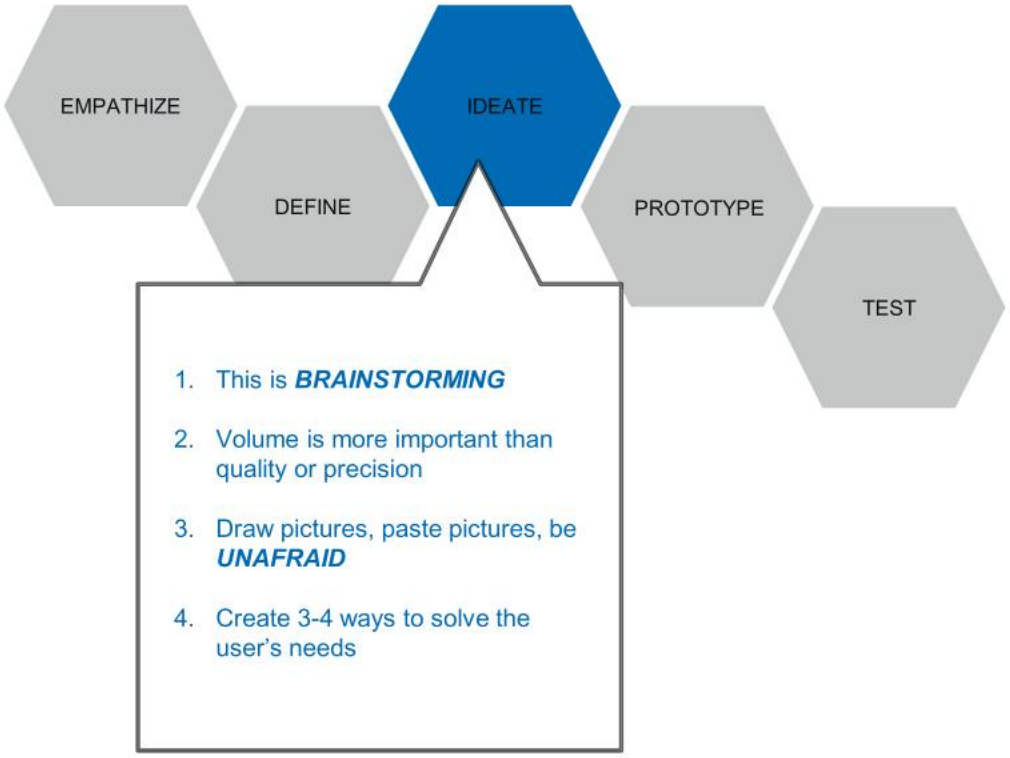
WHAT is the Define mode?
The Define mode of the design process is all about bringing clarity and focus. It is your chance to define the challenge you are taking on, based on what you have learned about your user and about the context. After becoming an instant-expert on the subject and gaining invaluable empathy for the person you are designing for, this stage is about making sense of the widespread information you have gathered.

The goal of the Define mode is to craft a meaningful and actionable problem statement – this is what we call a point-of-view. This should be a guiding statement that focuses on insights and needs of a particular user, or composite character. Insights don't often just jump in your lap; rather they emerge from a process of synthesizing information to discover connections and patterns. In a word, the Define mode is sensemaking.

WHY define?
The Define mode is critical because it results in your point-of-view (POV): the clear expression of the problem you are working to address. More importantly, your POV defines the RIGHT challenge to address, based on your new understanding of people and the problem. It may seem counterintuitive but crafting a more narrowly focused problem statement tends to give both greater quantity and higher quality solutions when you are generating ideas.

The Define mode is also when we synthesize the information into powerful insights. It is this synthesis of your empathy work that gives you the advantage that no one else has: discoveries that you can leverage to tackle the design challenge; that is, INSIGHT.

Design Thinking: Ideate



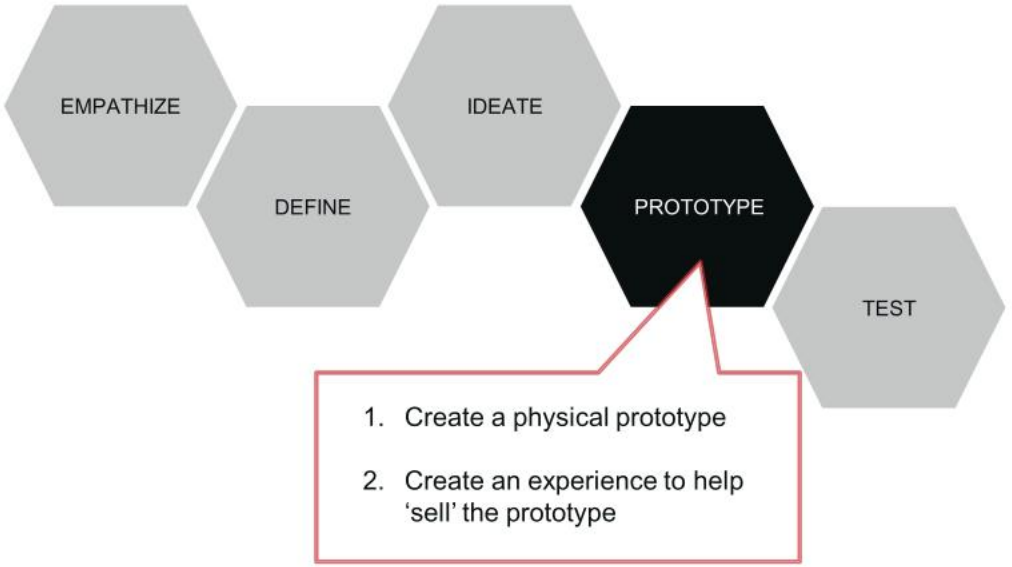
WHAT is the Ideate mode?
Ideate is the mode of the design process in which you concentrate on idea generation. Mentally it represents a process of "going wide" in terms of concepts and outcomes. Ideation provides both the fuel and also the source material for building prototypes and getting innovative solutions into the hands of your users.

WHY ideate?
You ideate in order to transition from identifying problems to creating solutions for your users. Ideation is your chance to combine the understanding you have of the problem space and people you are designing for with your imagination to generate solution concepts. Particularly early in a design project, ideation is about pushing for a widest possible range of ideas from which you can select, not simply finding a single, best solution. The determination of the best solution will be discovered later, through user testing and feedback.

Various forms of ideation are leveraged to:
- Step beyond obvious solutions and thus increase the innovation potential of your solution set
- Harness the collective perspectives and strengths of your teams
- Uncover unexpected areas of exploration
- Create fluency (volume) and flexibility (variety) in your innovation options
- Get obvious solutions out of your heads, and drive your team beyond them

It's not about coming up with the 'right' idea, it's about generating the broadest range of possibilities.

Design Thinking: Prototype









WHAT is the Prototype mode?

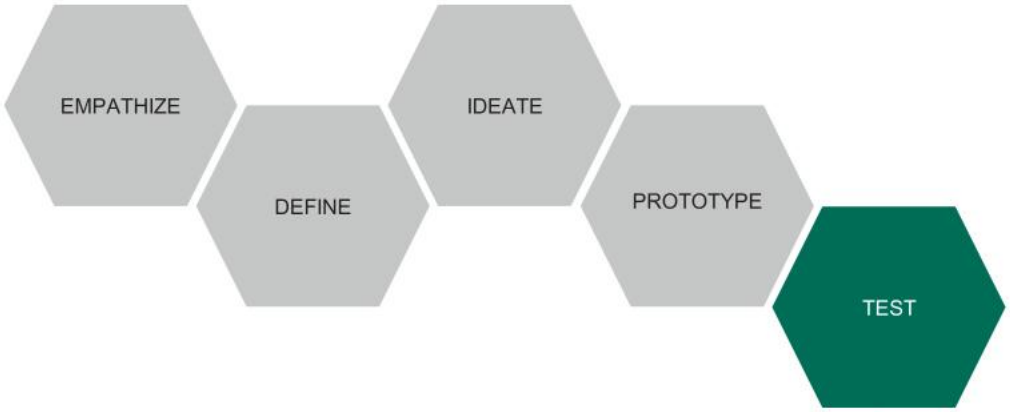
The Prototype mode is the iterative generation of artefacts intended to answer questions that get you closer to your final solution. In the early stages of a project that question may be broad – such as "do my users enjoy cooking in a competitive manner?" In these early stages, you should create low-resolution prototypes that are quick and cheap to make (think minutes and cents) but can elicit useful feedback from users and colleagues. In later stages both your prototype and question may get a little more refined. For example, you may create a later stage prototype for the cooking project that aims to find out: "do my users enjoy cooking with voice commands or visual commands".

A prototype can be anything that a user can interact with – be it a wall of post-it notes, a gadget you put together, a role-playing activity, or even a storyboard. Ideally you bias toward something a user can experience. Walking someone through a scenario with a storyboard is good, but having them role-play through a physical environment that you have created will likely bring out more emotions and responses from that person.

WHY prototype?

To ideate and problem-solve. Build to think.
To communicate. If a picture is worth a thousand words, a prototype is worth a thousand pictures.
To start a conversation. Your interactions with users are often richer when centred around a conversation piece. A prototype is an opportunity to have another, directed conversation with a user.
To fail quickly and cheaply. Committing as few resources as possible to each idea means less time and money invested up front.
To test possibilities. Staying low-res allows you to pursue many different ideas without committing to a direction too early on.
To manage the solution-building process. Identifying a variable also encourages you to break a large problem down into smaller, testable chunks.

Design Thinking: Test



1. Describe the TEST (for your own understanding)
   - What assumptions are you testing/validating?
   - What do you hope to learn?
2. How will you describe the prototype to the actors in the field?
3. Test with user
4. Take user feedback
5. Update the prototype, ask user again (and again)
6. Keep track of user feedback after each test

WHAT is the Test mode?
The Test mode is when you solicit feedback, about the prototypes you have created, from your users and have another opportunity to gain empathy for the people you are designing for. Testing is another opportunity to understand your user, but unlike your initial empathy mode, you have now likely done more framing of the problem and created prototypes to test. Both these things tend to focus the interaction with users, but don't reduce your "testing" work to asking whether or not people like your solution. Instead, continue to ask "Why?", and focus on what you can learn about the person and the problem as well as your potential solutions.

Ideally you can test within a real context of the user's life. For a physical object, ask people to take it with them and use it within their normal routines. For an experience, try to create a scenario in a location that would capture the real situation. If testing a prototype in situ is not possible, frame a more realistic situation by having users take on a role or task when approaching your prototype.

A rule of thumb: always prototype as if you know you're right, but test as if you know you're wrong—testing is the chance to refine your solutions and make them better.

WHY test
To refine prototypes and solutions. Testing informs the next iterations of prototypes. Sometimes this means going back to the drawing board.
To learn more about your user. Testing is another opportunity to build empathy through observation and engagement—it often yields unexpected insights.
To refine your POV. Sometimes testing reveals that not only did you not get the solution right, but also that you failed to frame the problem correctly.

Agile Execution: Creating a Roadmap

The Outcomes	The Outputs
• Improved health seeking behaviours of communities through a cadre of healthcare workers with elevated competencies.	• A learning program designed and established Scholarships for 1,000 healthcare workers.

The Team	Resources and Funding Required
• SD • WF • YH • OK	• Funding for module and content development. • Financial support for program implementation. • Scholarship funding.

Example Roadmap

The Roadmap	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Programme Design • Forming the team • Shaping the contents of the programme						
Setting of the Challenges • Recruitment of corporate partners • Determining the challenges for each team to solve						
Pre- Program Preparations • Instructional design development (Aug) • Content development (Aug)						
Pre- Program Endorsement & Completion • Endorsement from DOH • Production of Learning Materials						
Recruitment of the Program • Recruitment of students with scholarships						
Launch of the Program • Pioneer Batch						
Evaluation and Impact Assessment • Surveys and research with students • Impact assessment report						

Agile Execution: Shaping the Ideal Culture

Step One: Determine the Mindset and Behaviour Shifts

Example: Combatting Child Marriage in our Community

	FROM	TO
BEHAVIOURS	▪ I spend time looking for potential husbands for my daughter.	▪ I spend time and energy giving her an education and upbringing equal to any boys. ▪ I inspire her to get the best education she can and only marry when she is financially independent.
UNDERLYING MINDSETS	▪ My goal is to find a loving husband for my daughter by the time she is 14 years old.	▪ Child marriage is a violation of human rights: if my daughter marries as a child, she and her family are more likely to live in poverty; she is at higher risk of domestic violence; she is at higher risk of being trafficked.

Agile Execution: Shaping the Ideal Culture

The 4S model helps communities to shape the optimum culture – which has been defined by the from / to mindset and behaviour shifts.

Signals

- *Role modelling.*
- *Empowering others.*

Stories.

- *Sharing your vision to the community.*
- *Celebrating role models of the culture.*

Skills

- *Building capabilities in the community*
- *Coaching and mentoring people in your community*

Structure and Processes

- *Measure progress.*
- *Communicate progress.*
- *Conduct monthly meetings to ensure progress.*

Source: McKinsey & Co

Agile Execution: Kanban Boards

A Kanban board is a rather popular work management tool used by teams and organizations to visualize workflows, limit what's currently in progress, and maximize flow efficiency.

Some of the key characteristics of a Kanban board include:
- Kanban boards provide the means for visual control over the flow of work;
- Kanban boards "radiate" information across the organizations which improves team collaboration;
Kanban boards help you optimize workflows by visualizing bottlenecks too.

The most basic Kanban board can be a simple physical board on the wall, separated by vertical columns with sticky notes representing work items.

Nowadays, digital Kanban boards offer richer possibilities to their users to explore the full potential of the Kanban method.

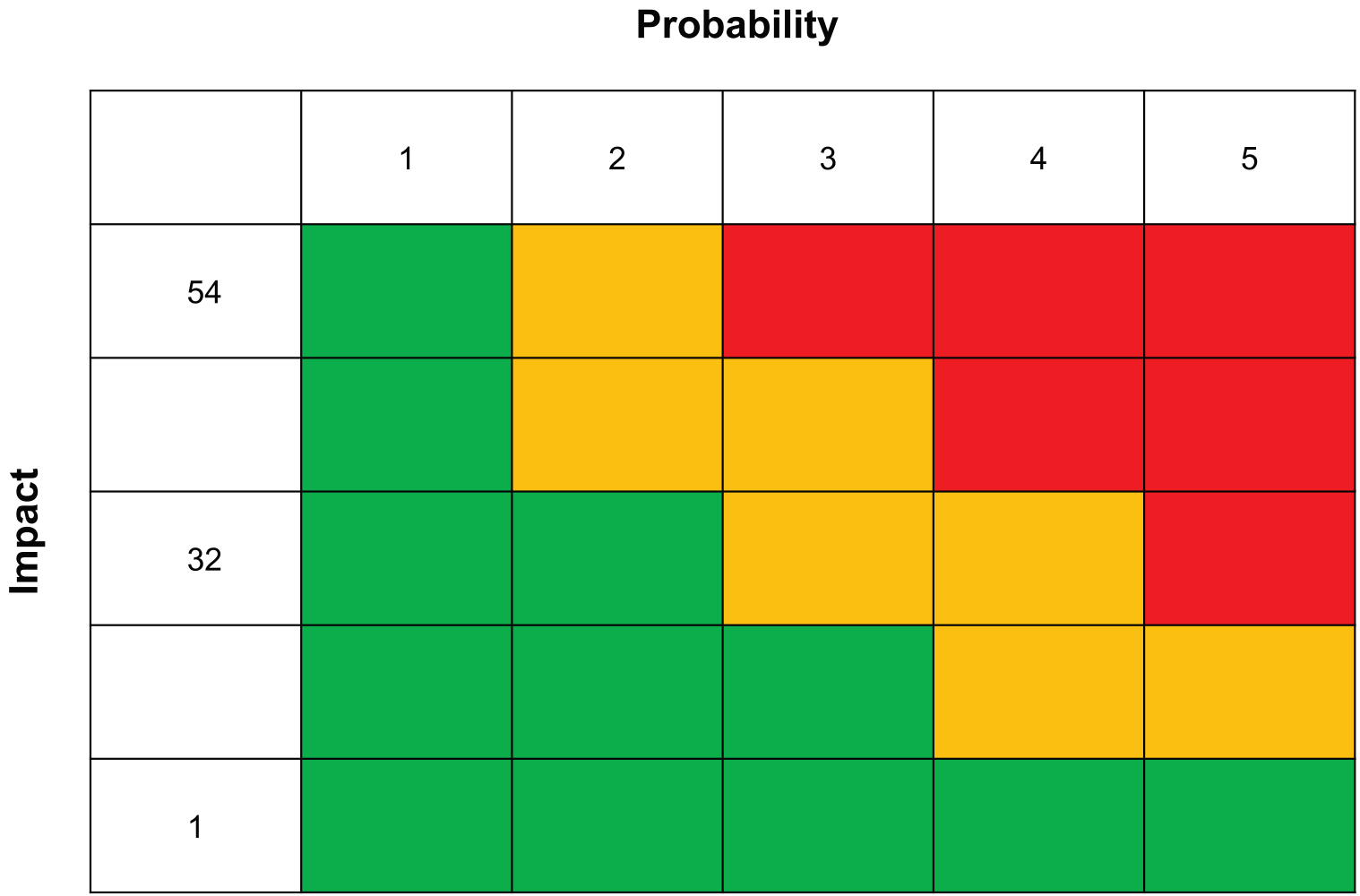
A Kanban board can help teams across the entire organization to establish order in their daily activities. Kanban boards use Kanban cards, swim-lanes, and columns to help teams commit to the appropriate amount of work to ensure on-time delivery.

Example Kanban Boards





Risk Management: Exercise



Visionary Leadership



What does the world **need?**

- What needs in the world are you drawn to?
- What injustices do you care most deeply about?
- What would you change in the world, if you could?
- What makes you angry?
- What brings you joy?

What are your **talents?**

- What have you always been good at?
- What did you like to do as a child?
- What are you good at that gives you energy?
- What comes naturally to you?
- What do others tell you are your strengths or talents? (What would your partner/best friend/ parents say?)

NB Don't include things you've become good at that drain you.

What are your **passions?**

- What do you get totally absorbed in and lose track of time?
- When do you feel most alive?
- What do you love? (Even if you do it badly.)

Visionary Leadership

Letter from the Future

- Write a letter to yourself from the future. Imagine you are now in January 2029 and remembering your career and life from your time now to 1st January 2029. You get to create this experience, so make it great.

- Be totally creative! Anything is possible. Perhaps go to a quiet place where you will not be disturbed and enjoy the creative process.



The content of the letter is up to you. You might like to consider the following when writing….

Me

- How were you experienced by others? How will you be remembered?
- How did you experience life?

Us

- Who did you meet?
- What difference did you make on others (colleagues / families / friends)?

It

- What innovations did you make in the world?
- What was your biggest contribution?
- What were your great achievements for the organisation, your clients and your community?

My Leadership Manifesto

Your commitments	By when will you do it?
Me (changes you will make in yourself, your leadership style etc.)	
Us (changes you will make through others; how will you engage differently with others, etc.)	
It (changes you will make in your priorities, strategy, execution plans, etc.)	

Appreciative Feedback: +EBI

+: Plus	EBI: Even Better If
What works well	Future focused
Recognise what you do	Clarify and confirm
Do more of it	Positive intent

On me as an individual, on my relationships and on my work



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