

MAKE IT WORK: **PLAN B**

AN **INTRODUCTION**

BY **DAPHNE DEPASSÉ**

MAKE IT WORK:

EXPLAINING

PLAN B°



PLAN B MISSION:

To help others break through the status quo.
So that they feel bliss: excited to move forward, beyond their
perspective of what they thought was possible.

PREFACE

This ebook contains an introduction of Plan B. A summary of what Plan B is, the Plan B method and roles and the supporting tools.

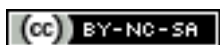
This introduction originates from original Plan B website. The basic content of this original website is translated and transferred to the (Dutch) website depasse.nl.

A selection of the English Plan B blogs are bundled and recorded in e-books. [These e-books can be downloaded on this page - for free.](#)

[More on Plan B can be found \(in Dutch\) here.](#)

Enjoy your reading!

xoxo *Daphne Depassé*



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1. WHAT IS PLAN B?



Plan B is just what it says.
It's another path.
For problem solving and innovation.

We believe in acting differently.
Breaking through the status quo.
Plan B is there to make a positive change.
Reshape the way you think.
Unscrew the system and act different.

It is a practical and blissful way to act different.
Create smart and beautiful solutions – with less risk and more fun.
Plan B is a different, enriching way to deal with complex issues.
Create smart and beautiful solutions, by acting different.

WHY?

Plan B was born out of curiosity, wonder and frustration. There are many people and businesses struggling with:

- * failed projects (more time or money, or disappointing results);
- * lack of innovation (not getting beyond small, moderate improvements);
- * difficulties keeping up with the rapidly changing world (the 'outside world' always seems to be a step ahead);
- * (great) plans or ideas are not carried out - for all kinds of reasons (got lost in our 'normal' business of getting the job done, difficult to make it feasible, got stuck...);
- * difficulties to change or to create a real movement; getting people involved, enthusiastic and make it all happen;
- * running around in circles. Over and over again, trying to solve the same kind of issues and facing the same challenges;
- * thereby, often, the roads towards solutions are not the happiest: frustration and misunderstanding between different (groups) of people. Especially when they have different backgrounds or disciplines.

We asked ourselves:

How come? And how can we change this?

The need for transformation is greater now than ever before. No matter where we look, we see problems that only can be solved by acting different.

DISCOVER & UNCOVER

We took a deep dive into science. And in practice (we went undercover for over 1,5 years - Sherlock Holmes style;-). We immersed ourselves into our “traditional” way of thinking and working (what we learn at school and apply in businesses in our Western society). Finding out what the causes are behind these symptoms.

We uncovered our deeply held assumptions and beliefs. And found **14 causes**, limitations; reasons why our current ways aren’t working. We uncovered our deeply held assumptions and beliefs.

From a science point of view, it looks something like the following image. With on the left side: the 14 causes, limitations; reasons why our current ways aren’t working.

It’s not that all of these aspects are totally wrong. It’s just that it is too limited, too narrow. We need both sides.

We focus only on a small part and we miss important other aspects. We need ‘supplementary thinking’. That’s what Plan B is all about: **enriching the way we think and act.**

Our current ways just aren’t working sometimes. Especially when we’re dealing with rapidly changing and complex situations. ([Watch this 3 min video by David Snowden.](#)) In these cases you need something else, a different way to break through the status quo.

PLAN B AS A SOLUTION

To find solutions, we've cracked these causes. And captured it in a way that is simple, easy to understand and actionable.

To unscrew the system, you have to rethink. We did this in the most radical way: by rotating your perspective 180°.

Traditional



Plan B Enrichments

Certainty, security, reliability and predictability	Uncertainty, unpredictability, flexibility
Analytical, rational and logical thinking	Creative thinking, gut feelings, instincts
Planning: systematic, linear	Sense and Respond, emergent, random
Think first, then act	Action-driven, speed, small steps
Fast solutions > closure	Focus on questions, demands, needs
Parts, components, boxes, silo's	Context, relations, holistic, open borders
Assumptions, judgement, symptoms	Underlying causes, empathy
What-Is, past, best practises	What can be, future, possibilities
Value: economic, quantitative	Value: non-monetary, qualitative
Command and control, rules, procedures	Experiment, space, dare to make mistakes
Outside view > theory, models, methods	Inside view > reality, self awareness
Formal business	Informal, fun, play, happiness
One sided view, or/or	Multiple viewing, and/and (value for..?)
Abstract terms, jargon, (long) texts	Images, visualization, storytelling, simplicity



The 14 limitations - turned around - shows the Plan B mindset; the Principles. These are the enrichments: ways to unscrew the system.

When you act according to Plan B, you automatically learn to enrich your mindset.

Summarised, the Plan B principles look like this:



14 Principles of Plan B

Think with your whole brain

Shift Happens

Sense and Respond

Focus on Values; Value to whom?

Do not assume

Multiple Viewing

Collaborate across Boundaries (& Co-create)

Loosen Up

Be Brave: Experiment

Make it happen (action!)

Tell the story & Visualize

Start with why

Have Fun and Play

Get Personal



The most important mindset principles are:

- * It's all about creating value.
- * Step out of your own perspective.
- * Don't do it on your own: collaborate across borders.
- * Doing it all as simple, cheap and fast as possible.
- * Have fun and play.

Plan B is designed as a so called learning experience, with the use of Learning Experience Design (LXD). It's designed to change your way of thinking and working **by doing**: you learn from experience in practice in an effective and authentic way. That means: no thick learning books or boring long lectures. Plan B is practical: designed to immediately apply in practice. You do not have to worry about all the science and (complex) underlying theory, you just DO.

**'It's easier to act your way into a new way of thinking,
than think your way into a new way of acting'**

-Jerry Sternin

Plan B is inspired by Design Thinking (for example: the visions of Roger Martin, Edward de Bono and IDEO). Other sources were found in the U Theory (Scharmer), Sensemaking (Weick), Business Model Generation (Osterwalder & Pigneur) and lots of other stuff – crossing all disciplines, professions and sectors. Besides, research has been done in China, to understand how the contradictions of our 'Western thinking' can help us to think and work smarter in a changing world.

If you want to know more: check out this [Flipboard magazine about Design Thinking](#).

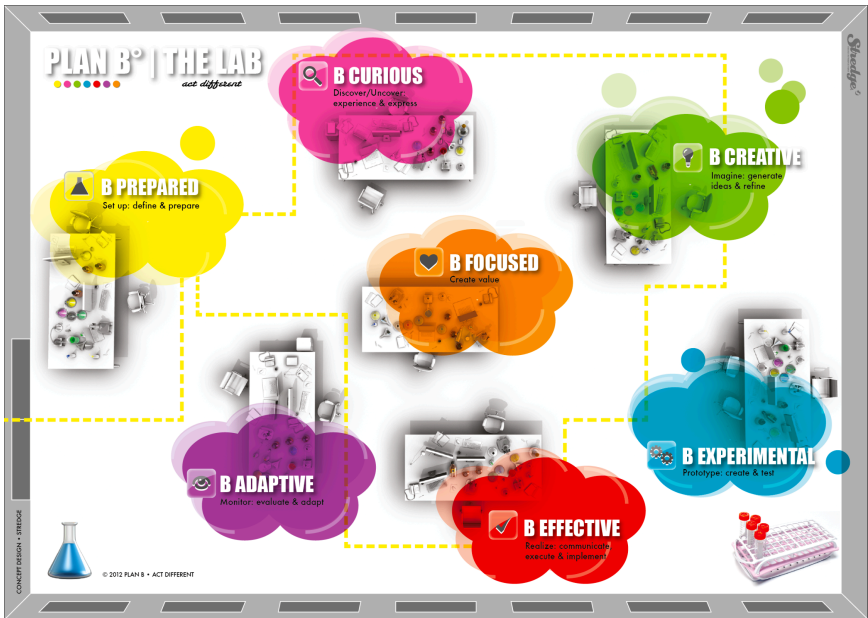
The magic is in the process, in the way you act.

It's all about acting different. Reshape the way you think and act. Free Yourself from Conventional Thinking.

2. TOOLBOX: METHOD & ROLES

There are two main tools in the Plan B toolbox: the Lab (the method) and the Roles.

METHOD



The method is shown above; it's a road map with six (+1) phases, to support you on your way. It's called "The Lab".

In short, these are the six (+1) phases of Plan B:

B Prepared

Set up: define & prepare. Starting the journey, exploration, defining your challenge, system and (shared and individual) values and interests.

B Curious

Discover/Uncover. Investigate and understand, discover and uncover the situation, causes and needs. Experience & Express.

B Creative

Imagine. Be creative, generate lots of amazing ideas and select the most powerful idea(s).

B Experimental

Prototype: create & test. Design concepts, come out of the abstract zone and make your idea tangible in order to test and refine.

B Effective

Realize. Make it feasible, convince, realise and tell the story.

B Adaptive

Evaluate and monitor the solution, adapt, improve, make it a cyclical process.

+1 B Focused (Value!)

Value is the 'stage' in the middle of the process. This is the central point of focus, so you fully understand where you are headed, what your goal is and what the value is you want to create and for whom.

How to use the Board

The 'board' provides a visual representation of the Plan B method: the roadmap with 6+1 stages.

The Plan B method isn't a tight linear process, with 'closed' steps defined. The six phases are all in relation to one another and there will always be switches between them. Just as in our 'normal lives'. Of course, there is a certain direction in the process, which will help you get moving.

By using this tool, it's always clear where you are on your journey and where you're going to. And everyone has the same understanding. This board is a valuable tool to keep track, and as a communication and collaboration tool during the process. Within teams, but also with people outside of the project. How does it work?

The board can be used in many ways.

Mainly, it is used as a communication and explanation tool. (*"We are here, we're going one step back, we're speeding up to.., we park this for a while, etc."*) Beside the use within teams, the tool also proved to be very suitable to communicate with clients, steering groups and people outside the project. Because it shows (the progress) of the project in a simple and fast way.

This tool could be used as a board, or in a large wall poster format. The large posters are used in more ways. People hang the big posters on the wall. They draw and write on it or put post-its on it. They put timelines in stages to use it as a planning tool. They place outcomes of phases on it and even add budgets to it (for example in the form of sticky notes with bags of money). Or they put it on their wall as a reminder (or they just think it looks kind of cool ;-).

Another notable side effect of the poster format is that it can help to involve people. Placing it somewhere visible can lead to curiosity and interest of outsiders (*What's going on? What are they doing? Plan B, what is that?*)

This can be a pleasant extra supplement for team members, not only because others take their own initiative to be involved, but it also makes them feel good; they work on something that – also in the eyes of others – is interesting and captivating. So, a visual representation of a roadmap can be a valuable tool. And can be used in several ways.

In case you're interested in the design behind this board, this is the story behind.

The visual representation of the Plan B method is based on the concept of 'The Lab'. You can see Plan B as a laboratory, a place where things occur, where there is experimentation and creation,

where things are taught, combined, where mistakes are made and where great discoveries are done.

There is a framework placed around the Lab to define the boundary of the playground. The 6+1 stages are visualised in 6 +1 tables.

Notice that there are no closed frames or boxes around the stages. This is to emphasise the non-linear character of the method. See it as a system of spaces, each with a different field of attention. All the phases are related to each other.

During the process, you can return to a stage several times, you will always switch between phases and sometimes they even occur in parallel. There is a certain „logical” direction in the process. You can see this movement in the yellow line. (Note: see there's no end in the yellow line. It's always a cyclic process.)

THE ROLES



The Coach takes care of 'the green wave' going forward without barriers.

Provides the best possible conditions and brings out the best in all players. Stimulates action and speed. Is coach, co-initiator, organizer, inspirer, but above all: facilitator. Has a deeper knowledge of the Plan B journey and the wide range of tools available.


THE COACH®



The Set Designer takes care of an optimal setting - in the broadest sense. That means providing an appropriate, stimulating and enhancing location to support the required activities.

The Set Designer monitors a positive and optimistic vibe and knows the value of fun, playing and humour. And of course good coffee.

THE SET DESIGNER®



The Storyteller monitors common understanding by verifying the message, making things explicit and translated into simple and clear (visual) messages.

Also knows how to tell the story in a way that affects people and boosts their enthusiasm. Uses the most appropriate tools, in line with the purpose and audience. And is not afraid to use alternative tools, such as storytelling and the use of images, movies and metaphors.

THE STORYTELLER®



This role is all about You. "You are not stuck in traffic, you ARE traffic!". Get personal. See yourself as part of 'the system' and know your role, needs and interests. And enjoy the support you'll get by sharing them. Be aware of your 'Voice of Judgement' - postpone your judgement and examine assumptions. See, learn and reflect. And enjoy the journey.

YOU®



The Innovator focuses on opportunities and the future. On 'what can be' and 'what if'. Stimulates to unswear the system and act different. Promotes creative and intuitive thinking, experimenting and making (useful) mistakes.

Draws inspiration from unexpected environments. Knows the value of co-creation. And stimulates embracing and dealing with the unexpected.

THE INNOVATOR®



The Multiple Viewer is 'The Insightful!'. Enriches the observation by seeing things from several different angles and perspectives.

Thinks and sees holistically, across all borders. Thinks in and/or. With multiple viewpoints, always seeing multiple truths, depending on the different perceptions and interpretations.

THE MULTIPLE VIEWER®



The Master of Value guards the right focus throughout the process. Monitors the direction and the common goal to create value. Real value.

Ensures proper focus of attention during the whole journey and represents the voice of all the stakeholders. What is the value we are creating? And for whom?

THE MASTER OF VALUE®

Besides the method, Plan B exists of six (+1) roles. These roles will keep you on track. They provide a solid approach to make sure you have the right focus – all the way through. These roles are designed to ensure that the 14 Plan B principles are actually continuously applied during the whole trip, and they will keep you from falling into the pitfalls of ‘traditional’ thinking. Here they are:

The Master of Value

Guards the right focus throughout the process. Monitors the direction and the common goal: to create value. Real value. Ensures proper focus of attention during the whole journey and represent the voice of all the stakeholders. What’s the value we are creating? And for whom?

The Set Designer

Takes care of an optimal setting – in the broadest sense. That means providing an appropriate, stimulating and enhancing location to support the required activities. The Set Designer monitors a positive and optimistic vibe and knows the value of fun, playing and humour. And of course, good coffee.

The Storyteller

Monitors common understanding by verifying the message and making things explicit and translated into simple and clear (visual) messages. Also knows how to tell the story in a way that affects people and boosts their enthusiasm. Uses the most appropriate tools, in line with the purpose and audience. And is not afraid to use alternative tools, such as storytelling and the use of images, movies and metaphors.

The Innovator

Focuses on opportunities and the future. On ‘what can be’ and ‘What if’. Stimulates to unscrew the system and act different. Promotes creative and intuitive thinking, experimenting and making (useful) mistakes. Draws inspiration from unexpected environments. Knows the value of co-creation. And stimulates embracing and dealing with the unexpected.

The Multiple Viewer

“The InsightFull”. Enriches the observation by seeing things from several different angles and perspectives. Thinks and sees

holistically, across all borders. Thinks in and/and, instead of or/ or. With multiple viewpoints, always seeing multiple truths, depending on the different perceptions and interpretations.

The Coach

Takes care of 'the green wave': going forward without barriers. Provides the best possible conditions and brings out the best in all players. Stimulates action and speed. Is coach, co-initiator, organiser, inspirer, but above all: facilitator. Has deeper knowledge of Plan B and the wide range of tools available. (Everyone who has acted once according to Plan B is ready to be a Coach the next time. That's the principle of sustainability of Plan B).

You

This role is all about You. "You are not stuck in traffic, you ARE traffic". Get personal. See yourself as part of 'the system' and know your role, needs, interests. And enjoy the support you'll get by sharing this. Be aware of your "Voice of Judgement": postpone your judgment and examine assumptions. See, learn and reflect. And enjoy the journey.

How to use this tool

The roles are represented in the toolbox in the form of 7 cards. How does it work?

There is one rule: each role is taken. Always.

That means: all roles should be taken by someone, at any time.

When a person assumes a role, he or she makes sure that the corresponding aspects are "safe guarded". To avoid the pitfalls of 'traditional thinking'.

- * In a small core team, people would have to take more roles at once.
- * When you are alone, you just take all the roles yourself.

Everyone can switch roles. At any time.

As long as each role is assigned.

Extra benefits

Beside keeping the right focus and avoid falling into pitfalls, these roles provides extra dimensions to the group process and collaboration. In several ways.

One great thing about the roles is that people can appeal to each other in a light-hearted way (they can speak from a role that is assigned to them, in stead of speaking from a personal view as a critical person). The roles make people feel like it's fun to play with, it provides them tools to address difficult issues and comments in a light-full way. Thereby, members can determine which role they (want to) take. This helps to provide clarity in responsibilities and positions.

Also, being able to exchange roles has a positive effect on people. Some people ask consciously for another role because would like to learn something (for example, wanting the role of Innovator, because of the awareness that he/she has the tendency to reject new opportunities). And some people like to switch often because they just like to feel a new focus regularly.

Besides, the roles can also be used to engage in thinking from the same 'direction' (like the [six hats of Edward de Bono](#), for those who are familiar). In this case: players all apply one role simultaneously. To support multiple viewing.

(BTW. This happens "automatically" when someone takes his/her role and share it with the group. For example, The Master of Value: "But if we do are going to do this, aren't we missing the main values of the rest of our stakeholders?")

It's up to you how you use the roles.

Just remember that each role should be applied, always.

3. SUPPORTING TOOLS

Besides the method and the roles, The Plan B toolbox is filled with supporting tools.

For example: every phase has its own What-Why-How card. Per phase you'll find information about:

WHAT

What the phase is about and what it means – what you're going to do.

WHY

Why the phase is needed; the importance of the phase – why you should do it.

HOW

Practical hands-on information – how you could do it.



Thereby, each phase has specific how-to tools, techniques and tips & tricks available, to support all activities.

You can use whatever you need.

It's not a prison. It's your playground.

MORE & CONTACT



More free ebooks can be found on [this page](#).

Including:

- * Plan B for Projects
- * Plan B for Communication
- * Plan B for Innovation and Creativity

CONTACT

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