



**Hochschule für Technik
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Innovation Management

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The Walt Disney Method

Structure

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- Problem Definition
- 3 rooms – 3 characters with examples
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Introduction

- Method of structured association
- Idea generation & innovation processes
- Useful for working out targets and improving creativity without forgetting the feasibility
- Robert B. Dilts – developer, author, trainer, consultant in Neuro-linguistic programming (NLP)

Introduction

- NLP – Neuro-linguistic programming:
 - approach to psychotherapy and organisational change
 - based on interpersonal communication, concerned with relationship between patterns of behaviour and patterns of thought
 - seeks to educate people in self-awareness and effective communication

Method Overview

- Problem definition
- 3 directed patterns of thought
- 3 rooms/characters/phases
- Used either in groups or individually
- Each person needs to complete whole process
- Moderator might be required

1st step: Problem definition

- Neutral environment
- As precise a description as possible
- Starting point for the 3 following phases

- Example: Decrease CO₂ emissions at HTW by 10%!

3 Rooms – 3 Characters

- 1st room: Dreamer
- Inspiring atmosphere
- Anything is possible
- No time pressure
- Feasibility not an issue
- Subjective, enthusiastic, visionary

1st room: Dreamer – Examples

- Turn off heating completely.
- Substitute all electricity with solar energy.
- Get rid of 10% of buildings.

3 Rooms – 3 Characters

- 2nd room: Realist
- Unemotional atmosphere
- Find ways to realize ideas
- Given time
- SMART targets
- Define necessary activities to put ideas into practice

2nd room: Realist – Examples

- Hit the switch!
 - Time scale: immediately. Cost: nothing.
- Install solar panels, get subsidies from state.
 - Time scale: fairly long – bureaucracy.
Cost: initial setup, time investment.
- Define value, register with Real Estate Agency, find buyer.
 - Time scale: hard to estimate. Cost: fees.

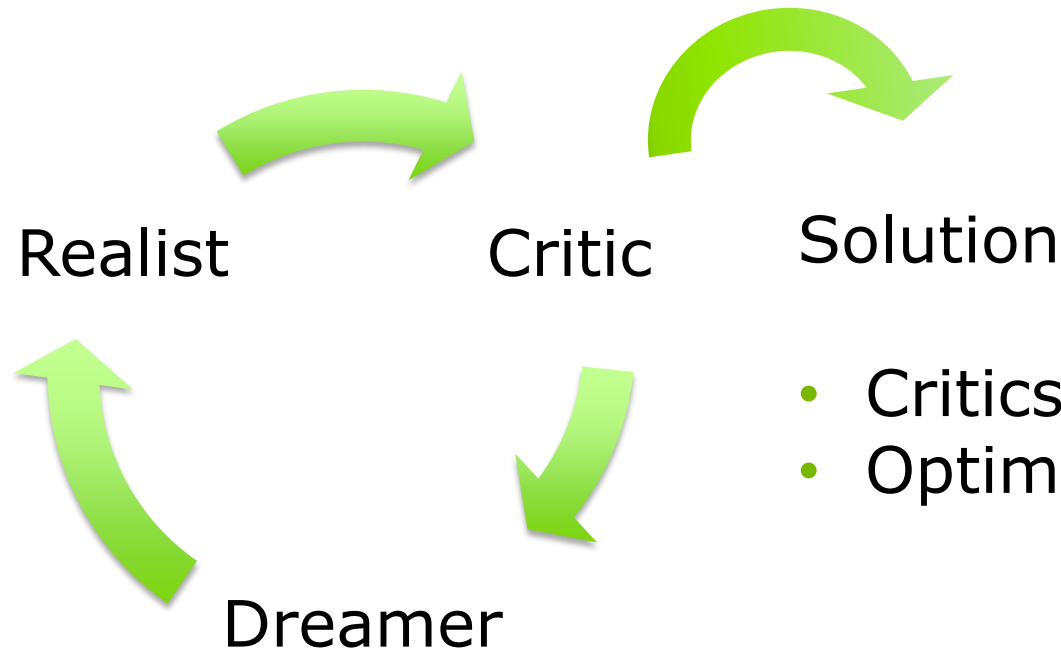
3 Rooms – 3 Characters

- 3rd room: Critic
 - Uncomfortable atmosphere
 - Openly discusses criticism
 - Finds weak points in process
 - Challenges rooms 1 & 2
-
- Results in new problem definition = new starting point of cycle!

3rd room: Critic – Examples

- Turning off heat: impossible, due to possible complaints and sickness.
- Solar panels: Subsidies not guaranteed. Enough space?
- Selling buildings: Future expansion at risk. Finding buyer uncertain.

The cycle



- Critics stay silent
- Optimisation impossible

Classroom task

- Groups of 3
- Problem definition:
- Farmer Joe has overestimated his tomato crop. The traditional market is saturated, but Farmer Joe is dependent on income.
- Find an innovative way to save Farmer Joe's business by using the Walt Disney Method!

Limitations

- Requirement: a well-balanced team
- People have own patterns of thought
- Team needs right degree of familiarity
- No restrictions – ever possible?
- Atmosphere creation might be problematic
- Time consuming
- Difficult to differentiate between the 3 phases

Conclusion

The Walt Disney Method allows you to think out-of-the-box, while generating ideas without barriers.

These ideas are then processed in the different phases in order to develop innovative and feasible business solutions.

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Thank you for your attention!

Do you have any questions?