

**Innovation  
Exercise  
How? How?**

**Description**

This activity introduces a process for identifying the necessary steps to implement a possible solution.

**Situations**

This activity is used when evaluating possible solutions, or determining the complete steps needed to implement a solution. The *How? How?* process can also be used to highlight those solutions that will provide the greatest benefit when implemented.

**Objectives**

To identify all aspects of implementing a possible solution  
To evaluate different solutions To establish key steps in  
an implementation process

**Trainer Guidance**

This process is similar to the *Why? Why?* diagram format. The potential solution is analyzed repeatedly by asking the question “How?” until a complete picture of the practical implementation of that solution is reached. This can then be evaluated against other “How? How?” diagrams for other possible solutions to determine the most appropriate for the situation. An analysis of the diagram will also highlight key implementation factors where greatest impact will be achieved.

As with the *Why? Why?* process, the continual repetition of the question can become tedious unless the participants work in a relaxed atmosphere. A systematic process of keeping track of the information is necessary.

**Time**

45 to 60 minutes

**Method**

- 1 Write the solution to be analyzed, centered vertically on the left-hand side of the flipchart.
- 2 Ask participants the question “How?” and record all of the answers.
- 3 Take each of the answers from the first round, and pose the question “How?” again and record the answers.
- 4 Carry out this process of asking “How?” repeatedly until further answers become inappropriate. Use additional pages of flipchart paper to record the answers in flowchart format, attaching them to the wall so that they can be seen. Remember to number each page so that they can be retrieved and worked on in later sessions. They can be typed or stored in a computer if appropriate.
- 5 Allow time to incubate the information, and let participants read through the complete How? How? diagram. Identify how many answers to “Hows” are repeated more than once and highlight them. These represent the key elements in the implementation process.

Example of a How? How? Diagram

