# The 4 Voices of Collaborative Innovation

<table>
<thead>
<tr>
<th>EXPERTISE</th>
<th>EXPERIENCE</th>
<th>DESIGN</th>
<th>INTENT</th>
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<tbody>
<tr>
<td><strong>The Voice of Expertise</strong> is about understanding with our heads. This is the voice of rational research and analysis, of selecting and tracking metrics, of measuring effectiveness.</td>
<td><strong>The Voice of Experience</strong> is about understanding with our hearts. This is the voice that reminds us to listen for pain and hope, to deepen our insight into the lives of others, to feel empathy.</td>
<td><strong>The Voice of Design</strong> is about working with our hands. This is a creative, dynamic voice reminding us to work openly and collaboratively and iterate early and often to create solutions faster.</td>
<td><strong>The Voice of Intent</strong> is about working from our spirit and our highest purpose. This voice invites us to dream big, bring our passion, and to aspire for better, more meaningful futures for all.</td>
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**Principles**
- Create a goal that’s specific enough to measure progress.
- Treat everything as a hypothesis—and test these. See the whole system.
- Start understanding the system from the experiences of real people.
- Understand the context to create full solutions.
- Test ideas early.
- Fail early and often.
- Quick rounds of brief feedback help more than one big round.
- Go with what’s working.
- Craft a unifying purpose.
- Revisit the purpose in times of doubt or confusion.
- Deepen purpose over time.
- Differentiate, then integrate.

**Methods**
- Map barriers and emerging opportunities. Invite experts to help the group learn more about the issues. Eliminate limiting factors.
- Physical modeling. Storyboarding. Offering questions not suggestions in feedback rounds. Storyboards and scenarios to focus on HOW, not IF.
- Purpose for the group and purposes for each meeting. Share individuals hopes and intentions. Define both focus and frame. Discuss frustrations and fears.

**Traps**
- Believing that rigorous analysis is more true than real-world experience.
- Getting stuck in trying to understand the issue (Analysis Paralysis).
- Going around and around (Death by debate).
- Weighing lived experience over systemic understanding.
- Wanting to help without understanding impact.
- Settling for sympathy.
- Developing a “we’re helping the helpless” mindset.
- Losing steam when we hit hard realities and political resistance.
- Incremental mindset.
- Experimentation over implementation.
- Losing track of the purpose and desired outcomes.

**Gifts**
- Rigor.
- Discipline.
- Methodical analysis.
- Systemic understanding.
- Focus.
- Empathy.
- Perspective.
- Grounded solutions.
- Progress.
- Fast results.
- Momentum.
- Fast learning.

**Gifts**
- Clear purpose.
- Personal growth.
- Deep engagement.
- Diversity within unity.