

# FIND THE PROBLEM

*“Amateurs pick solutions. Designers pick problems. Today your team chooses the problem you'll spend the rest of the term solving — choose like it matters, because it does.”*



## YOUR ROLE TODAY: FOUNDING TEAM MEMBER

The lone genius is a myth — Lesson 2 proved it. Today you join a design team built on mixed skills, hunt problems across your own maps, and lock the one worth your term.

## ■ THE MIX — HOW TEAMS FORM TODAY

- 1 **Teams of three or four, built on the skill tags** — every team needs at least three DIFFERENT circled skills. Your teacher referees the mix.
- 2 **Name your design studio.** Two words, sayable out loud without embarrassment on Pitch Day. You have 90 seconds — studios that argue about names for ten minutes never ship.
- 3 **Fill the roster** — who brings what. Honest tags only; the team is about to rely on them.

STUDIO NAME: \_\_\_\_\_

Member 1: \_\_\_\_\_ brings: \_\_\_\_\_ • Member 2: \_\_\_\_\_ brings: \_\_\_\_\_

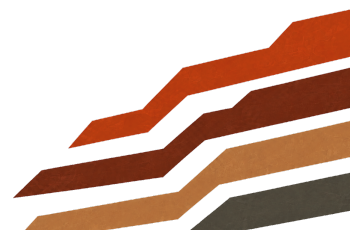
Member 3: \_\_\_\_\_ brings: \_\_\_\_\_ • Member 4: \_\_\_\_\_ brings: \_\_\_\_\_

The skill our studio is MISSING — and how we'll cover for it: \_\_\_\_\_

Our studio motto — five words max, optional but excellent: \_\_\_\_\_

## THE FOUNDING RITUAL

Say the studio name aloud, together, once. Yes, really. Studios that can't say their own name can't pitch it — and in three lessons, you'll be pitching it.



## ■ THE BUG HUNT — YOUR MAPS COME BACK

Lay every team member's Site of 2040 on the table. Here's the designer's secret: **every idea on those maps creates a problem** — solar farms meet nighttime, robots need fixing, empty sites mean empty towns. Problems hide inside ideas. Hunt them:

- 1 **Five minutes, all maps, everyone hunting.** Mark every problem you spot with a "BUG!" flag and a three-word label.
- 2 **Hunt across the four territories** — every big 2040 problem lives in at least one: MACHINES & AUTOMATION · ENERGY · WATER · PEOPLE & JOBS.
- 3 **Read your bugs aloud to the team** — fast, no judging yet. Ideas die in silence; say them all.

Our five best bugs (three words each): 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

4. \_\_\_\_\_ 5. \_\_\_\_\_ · The territory with the most bugs: \_\_\_\_\_

## ■ THE GOLDBLOCKS TEST — SIZE YOUR PROBLEMS

First, calibrate with the class — your teacher reads sample problems, you signal: arms WIDE (too big), fingers PINCHED (too small), THUMBS UP (just right — real, specific, solvable by a team like yours). Then size your own:

Bug we're binning for being TOO BIG: \_\_\_\_\_ (you can't fix the whole climate in a term)

Bug we're binning for being TOO SMALL: \_\_\_\_\_ (a noisy fridge is not a term's work)

Our JUST RIGHT shortlist — two or three bugs, sized and ready:

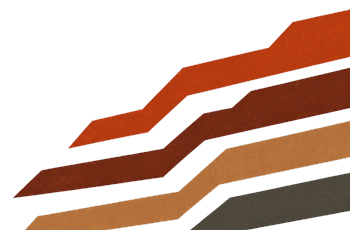
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## ■ THE CHAMPION ROUND — 30 SECONDS EACH, STANDING

Every member champions ONE shortlisted bug — 30 seconds, standing up, talk-ladder allowed ("The problem with today's way is..."). Then the team picks using the four questions. No captain's call; the questions decide:

- 1 **Is it REAL?** Could we find evidence it exists or is coming?
- 2 **Is it 2040?** Will it matter MORE by then, not less?
- 3 **Is it OURS?** Do our roster skills actually fit it?
- 4 **Is it Goldilocks?** Just right — not the climate, not the fridge.

Our problem, chosen: \_\_\_\_\_



## ■ LOCK IT — THE HOW MIGHT WE STATEMENT

Every design team on Earth locks its problem the same way — and there's one law: **no solutions hiding inside the problem.** “How might we build an app to...” has already picked the answer. Name the problem, not your first idea.

HOW MIGHT WE \_\_\_\_\_ (the problem, no solutions smuggled in)

FOR \_\_\_\_\_ (who exactly hurts without it)

SO THAT \_\_\_\_\_ (what gets better) — BY 2040.

## ■ THE EVIDENCE CHECK — 5 MINUTES, PROVE IT'S REAL

Find ONE source showing your problem exists today or is coming — news, a company page, a report. The law: no source, no evidence. Our source: \_\_\_\_\_

## ■ EXIT — THE STUDIO SIGNS

1. The bug we ALMOST picked, and the question that killed it (circle): REAL? · 2040? · OURS? · GOLDILOCKS?

2. All members sign the Dossier — this problem is ours now: it goes on the team sheet with everything above.

3. Our HMW, said aloud by the whole studio, once, together: ☐ done · The word we argued about longest: \_\_\_\_\_

### NEXT LESSON — WARN YOUR BRAIN

The Design Sprint: eight ideas in eight minutes, per person, ugly drawings only — then your studio builds the best one into something pitchable. Sleep on your problem tonight. Inventors report that's when the good ones arrive.

### SKILLS I USED TODAY — TICK WHAT'S TRUE

☐ joined a team on skills, not just mates · ☐ hunted bugs in my own ideas · ☐ sized problems like Goldilocks · ☐ championed a problem standing up · ☐ locked an HMW with no solutions smuggled in

