Acknowledgments

We would like to acknowledge the ongoing support of the Batten Institute for Innovation and Entrepreneurship at the University of Virginia Darden School of Business. Without their funding and encouragement, this work would not have been possible.

A project of this nature demands co-creation with users and iteration of several prototypes. We would like to thank our friends at Mars, Incorporated for supporting our efforts and putting early prototypes of this field book into managers’ hands. It’s appropriate that we were able to practice design thinking in the development of our design thinking work.