

# DESIGN THINKING

THE GUIDEBOOK

EXPLORE

EMPATHISE

EXPERIMENT

ENGAGE

EVOLVE



# **DESIGN THINKING**

## THE GUIDEBOOK





## FOREWORD

The launch of this Design Thinking Guidebook for Public Sector innovation in Bhutan marks an important milestone in our public-service transformation journey. This guidebook is the culmination of many months of learning, applying and adapting the human-centred Design Thinking methodology and repertoires of tools.

The Royal Civil Service Commission in collaboration with Singapore Polytechnic, with funding support from Temasek Foundation International, Singapore and the Royal Government of Bhutan, organised the “Design Thinking for Public Sector Innovation Programme”.

During the programme period from June 2016 till June 2017, the Design Thinking training was introduced to foster citizen-centric mind-set, and to embrace creativity and change in the public sector. Acquiring Design Thinking competencies and new ways of thinking can help generate innovative solutions to improve efficiency, quality, productivity, and user satisfaction. About 230 public service officers and leaders have undergone the Design Thinking training, out of which 23 have been further trained as Master Trainers.

The Design Thinking Guidebook was developed by the Design Thinking Master Trainers of Bhutan and facilitated by experts from Singapore Polytechnic. This guide will certainly go a long way towards creating an interest in Design Thinking as well as providing step-by-step instructions on how to apply the processes and tools in the context of public services. The guide book has certainly got the fundamentals right: it is simply written and illustrated with appropriate pictures to serve as useful references for both design thinking practitioners and beginners alike. The methods and tools have also been adapted for application in Bhutan.

The future is about public-sector innovation to meet new challenges. With the help of this guide, Bhutan public sector can learn to apply Design Thinking to nudge behavioral change, simplify and solve complex problems such as promoting Management Innovations like doing more with less, uncover strategic use of Human Resources and explore fresh backend syndication possibilities.

I am confident this Design Thinking guidebook will serve as an easy-to-use and effective guide to facilitate anyone to learn and apply the methods and tools to generate innovative ideas, and allow us to grasp the low hanging fruits in the short term and design better system in the long run.



Dasho Karma Tshiteem

**Chairperson**

**Royal Civil Service Commission**

## BRIEF PROFILE OF SPI DESIGN THINKING PROGRAMME FACILITATORS

### LEAD FACILITATOR



**Mr Lee Chong Hwa** has over 30 years career experience. He is currently a Design Thinking and education consultant with Singapore Polytechnic International (SPI). As a certified Design Thinking practitioner by Rotman DesignWorks, University of Toronto, he is a pioneer in infusing Design Thinking in Business Education. Chong Hwa was the architect of the SP Business School Design Thinking Masterplan. In this capacity, he was responsible for providing sound academic and professional design-thinking leadership in curriculum design, pedagogy, and training.

As a Design Thinking consultant, Chong Hwa has consulted, led and facilitated many Design Thinking projects and workshops in Singapore and overseas. Overseas programmes include the Philippines State Universities and Colleges, Ministry of Manpower, Indonesia and the Royal Civil Service Commission of Bhutan. Since 2014, Chong Hwa has been the principal trainer and facilitator for the Public Service Division (PSD) Design Practitioner Programme (a collaboration between PSD and Singapore Polytechnic).

An effective speaker, trainer and facilitator, Chong Hwa is skilled in employing clarity, captivating visuals, and motivation to deliver effective presentations and learning activities to diverse audience at all organisational levels. As a consultant, he has proven track record in developing innovative solutions through creative approaches, team orientation and effective execution.



## FACILITATOR

**Mr Jason Leow** does his best work at the intersection of design and public good. While he has extensive experience in public innovation design consultancy for governments and social impact non-profits, he also aspires to create new products and services that deliver public value.

As a designer-turned-civil-servant leading cross-agency projects in the government previously, Jason offers an insider's perspective and a grasp of the hard trade-offs in public policy projects. He is deeply passionate to create social impact, blending entrepreneurial resourcefulness, empathy and creative confidence to make that happen.



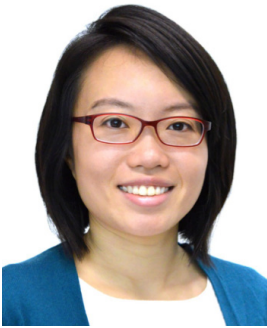
## FACILITATOR

**Ms Jun Lau** came with a strong background in organization development and leading service innovation projects. Her experience spans from working with client organizations from various industries including financial services, engineering, hospitality, healthcare, life sciences, manufacturing, security services, telecommunications and government agencies.

Jun leads projects to enhance organizational effectiveness through the use of change management principles and design thinking methodologies. In recent years, she has worked closely with leaders across levels, to solve design challenges through human-centred research and experience design. As a service industry judge and facilitator, Jun inspires teams and individuals to collaborate and co-create solutions for a better tomorrow. Jun believes that good design can change the world and impact lives for good. She enjoys facilitating leadership conversations in an intimate yet impactful way and travels to major cities in Asia for her regional projects.



## FACILITATOR

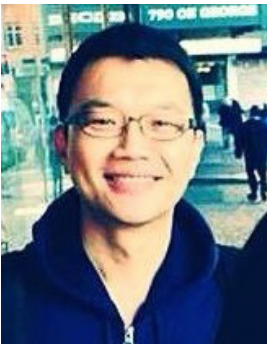


**Ms Angela Ho** is an experienced coach, trainer/facilitator and Design Thinking practitioner. Her dream is to be a positive force for greater good. She wants to help organizations be more innovative, user-centric and agile, in the volatile, uncertain, complex and ambiguous (VUCA) business landscape and operating environment today.

Angela creates value through creating, executing and sustaining changes for organizations. Angela's approach is founded on a people-centred leadership model. She coaches teams to become high-performers and individuals to reinvent themselves, using a unique blend of coactive and agility coaching, design thinking, systems thinking, enneagram and mindfulness approaches.



## FACILITATOR



**Mr Chia Hui Yong** has worked extensively in both public and private sectors in Singapore and the region, including social services, NGO, service and retail, education and training programme design and management. He has successfully led and executed many international humanitarian aid and international development projects.

Hui Yong is naturally curious and enjoys working with people across cultures. He believes Design Thinking has the potential to unlock creativity to innovate solutions for wicked problems and that embracing empathy is key to connect with people to forge common grounds and co-create solutions.



# INTRODUCTION

## **Design Thinking?**

Design Thinking believes (and has been proven) that the people who face problems are the ones who hold the key to their problem's answer.

Design Thinking is Human-centered problem solving tool which emphasize on Empathy, Collaboration, Co-creation and Stakeholder feedback to unlock Creativity and Innovation, which devises feasible and viable Big Idea/solutions. The key to the process is empathizing with the users (citizen) to uncover unmet needs by understanding their beliefs, values, motivations, behaviors, pains, gains and challenges and to provide innovative solution concepts.

## **Purpose of this guidebook**

Equip the DT practitioners to work on real projects by designing needs and solutions with communities (users/citizen), to deeply understand the people they're looking to serve, to dream up scores of ideas, and to create innovative new solutions rooted in people's actual needs using Design Thinking through step by step guide with samples and ready to use templates. This guidebook offers a comprehensive set of Methods & Tools and activities that will take you from framing up your design challenge to getting it to the decision makers for implementation and users.

This guide book is a learning tool for DT beginners.

# KEY PRINCIPLES AND MINDSET

Design Thinking human-centered problem solving approach is based on a few easy-to-understand principles:



**Human-Centered**



**Collaborative Teamwork**



**Learning by Doing**



**Embrace Experimentation**



**Understand Patterns, Relationships & System**



**Visualize & Show**

## Mindsets, Skills and Thinking

Heart-on Hands-on Head-On Approach

### Mindset & Attitudes

Empathy  
Adaptability  
Courage

Beginner Mindset  
Emotional Resilience  
Open-Mindedness

**HEART-ON**

### Skills: Methods & Tools

Reframing  
Ideation  
Iterative Prototyping  
Sense making  
Facilitation  
Co-creation  
Collaboration

### New Ways of Thinking

Divergent Thinking  
Synthesis  
Systems Thinking  
Emotional Intelligence  
Visual Thinking  
Imagination



**HAND-ON**



**HEAD-ON**

# 5 PHASES, METHODS & TOOLS OF DT

Module	Purpose	Phases	Methods and Tools	Pages
INSPIRATION (Problem Framing)	Reframe Opportunity	EXPLORE	STEEP Analysis	pg 5
			Strategic Priorities	pg 7
	Rediscover Your User Deep Needs		Activity System	pg 9
			Stakeholder Mapping	pg 11
			Opportunity Framing	pg 13
IDEATION (Problem Solving)	Refresh Your Solutions & Innovative Ideas	EMPATHISE	Observations	pg 19
			Need Finding	pg 25
	Reaffirm Your User Needs	EXPERIMENT	User Personas	pg 30
			Ideation	pg 37
			Prototyping	pg 47
IMPLEMENTATION (Solution Testing)	Review Your Activities & Strategies	ENGAGE	Storyboarding	pg 54
			Co-Creation	pg 55
		EVOLVE	Idea Refinement	pg 23
			Concept Synthesis	pg 62
			Strategic Requirements	pg 64
			Evolved Activity Systems	pg 66
			Quick Wins	pg 73

# USER GUIDE

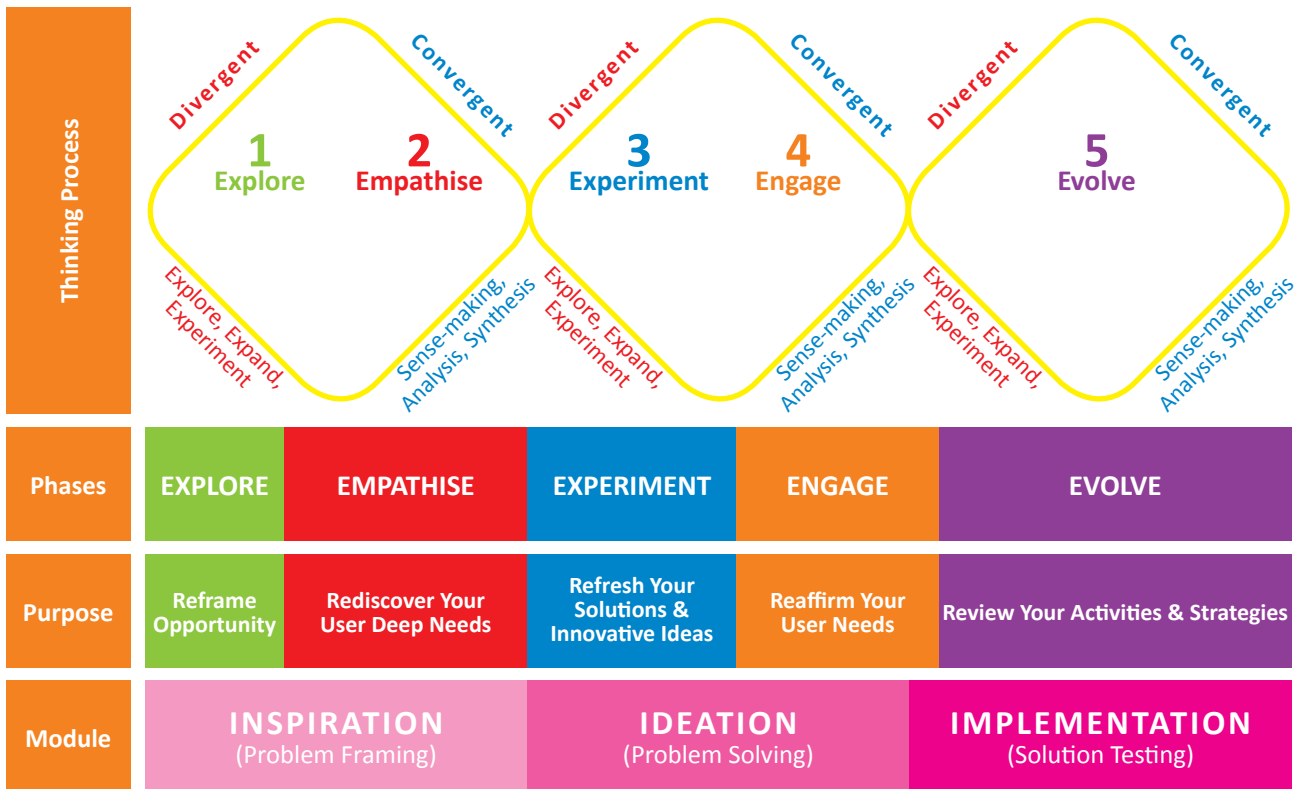
## How to Learn and Apply the Design Thinking Process, Methods and Tools

Design Thinking is not a perfectly linear process, and each project invariably has its own contours and character. Generally, you will move through three main modules: Inspiration, Ideation, and Implementation which includes 5 phases. When you move through the 5 phases, you will move from divergent thinking (create choices) to convergent thinking (make choices).

By going through these phases in turn, you will build deep empathy with the communities (user/citizen) and individuals you are designing for, figure out how to turn what you have learned into a chance to design a new solution and co-create and test your ideas before finally putting them out into the world. You can also follow specific phase or a Method & Tool individually at your workplace to solve a problem.

Though no two Design Thinking projects are alike, you can use the same Methods and Tools for each of the phases for every project. For example, to maintain creativity and energy, you work in teams, to build deep empathy with the people you conduct interviews, to keep your ideas visual, practical and relevant, you make tangible prototypes and since you rarely get it right the first time, you share what you have made and iterate based on the feedback you get through co-creation.

IV





# FOUNDATION BUILDING FOR DESIGN THINKING PROJECT

## Scoping of design challenge

When you want to work on real project using Design Thinking, begin the process with a specific and purposeful situation or problem to solve called Design Challenge. The Design Challenge should be doable, clear, actionable and hopefully inspiring. Your problem statement should be an outcome and not a solution.

You can use SCOPES as a tool to brainstorm and frame your problem.

SCOPES		DEFINITIONS
<b>S</b>	<b>SITUATION AND/OR PROBLEM</b>	What is the <b>SITUATION</b> or <b>PROBLEM</b> that you are trying to address? • .....
<b>C</b>	<b>CONSTRAINTS</b>	What are the <b>CONSTRAINTS</b> when trying to address the situation or problem? • .....
<b>O</b>	<b>OBJECTIVES AND OUTCOMES</b>	What are the <b>OBJECTIVES</b> and intended <b>OUTCOME</b> of this design challenge? • .....
<b>P</b>	<b>PEOPLE</b>	Who are the <b>PEOPLE</b> that you are trying to help? Whose problem are you trying to address? • .....
<b>E</b>	<b>ESTIMATES</b>	What are the <b>ESTIMATED</b> resources required for this design challenge? • .....
<b>S</b>	<b>SCOPE</b>	Is there ample <b>SCOPE</b> to explore multiple alternatives to address the problem? • .....
<b>DESIGN CHALLENGE</b>		Frame the problem statement into “ <b>How Might We...?</b> ” • .....



# PHASE I

# explore

STEEP Analysis



Activity Systems



Stakeholders  
Analysis



Framed  
Opportunities





## PHASE I EXPLORE

After scoping the design challenge, the explore phase focuses on reframing the design challenge topic into design opportunity from multiple perspectives.

The explore phase will help you:

- Synthesis the STEEP trends analysis to gain insights on the implications and context of your design challenge.
- Foster multiple perspectives to explore your design challenge.
- Map the organization's activity system/ecosystem as the foundation model to leverage for your new idea delivery.
- Map key stakeholders to appreciate the key people who determine the success of your design challenge
- Frame project (design challenge) into design opportunity
- Identify, select and invite your target stakeholders for the interview
- Plan your design challenge project management.



## METHODS & TOOLS

### STEEP Analysis



### Activity Systems



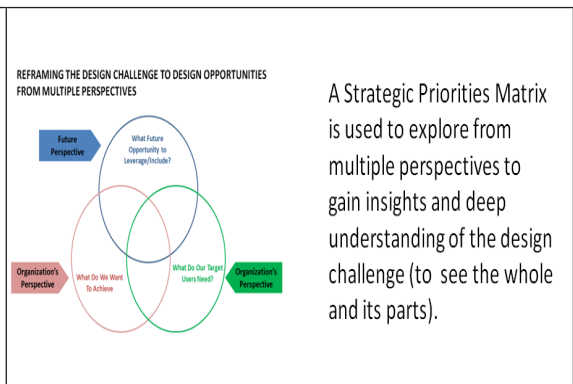
### Stakeholders Analysis



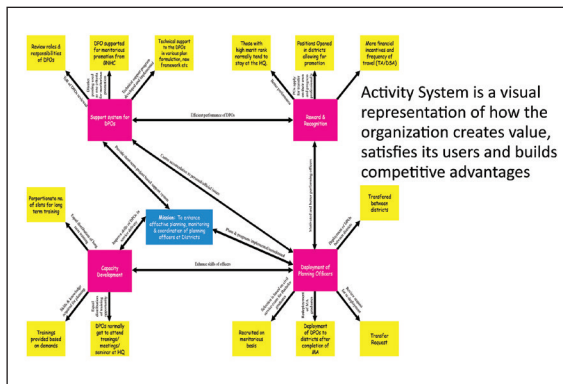
### Framed Opportunities



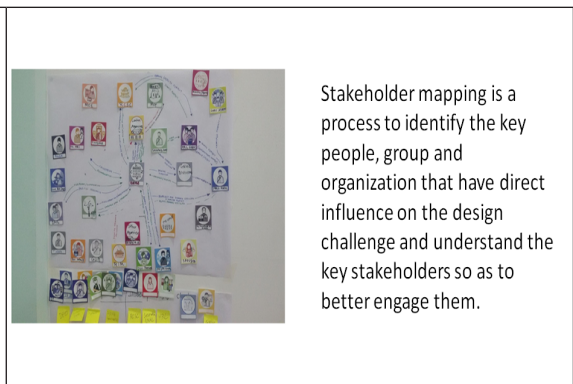
STEEP Analysis



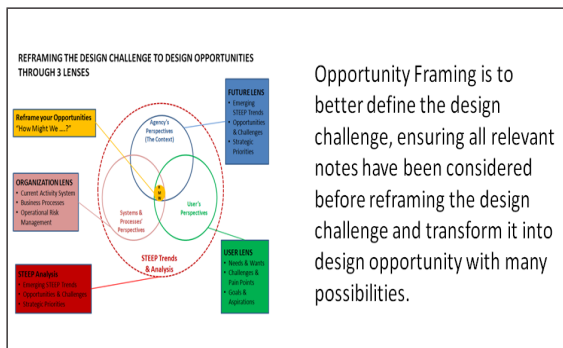
Strategic Priorities



Activity System



Stakeholder Mapping



Opportunity Framing

## STEEP ANALYSIS



Once you know your design challenge, you need to understand the context of your design challenge which can be done through STEEP analysis to determine the impacts of macro environmental trend related to the design challenge to understand what possible (possible innovative ideas).

### What is STEEP Analysis?

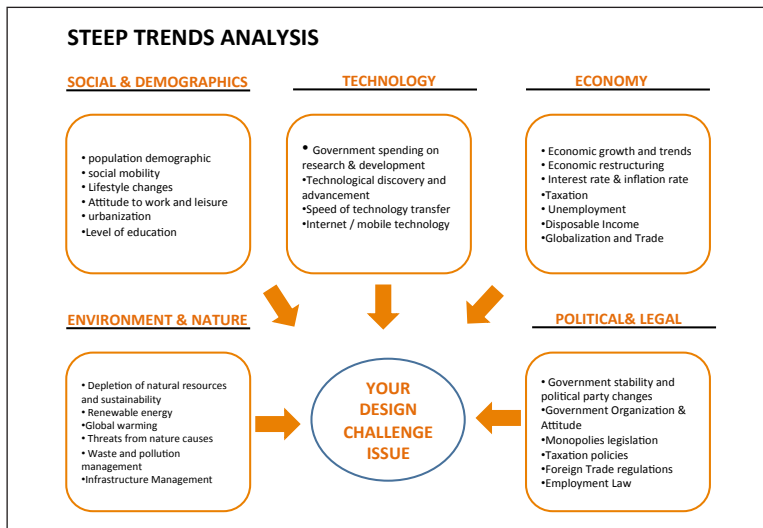
STEEP Analysis is a tool to explore and determine the impact of macro-environmental trends in the context of the project topic (design challenge) as you should not limit your thinking just to the people you are designing for. You may need to consider governments, international partner and other stakeholders. STEEP Analysis is used:

- To understand the future opportunities and challenges.
- To keep an eye on the future while focusing on the possibilities of the current as new services, processes, administration and public policies may have to be developed in response to these trends.
- To cultivate thinking which leads to future implications of the present changes?

### How to conduct STEEP Analysis

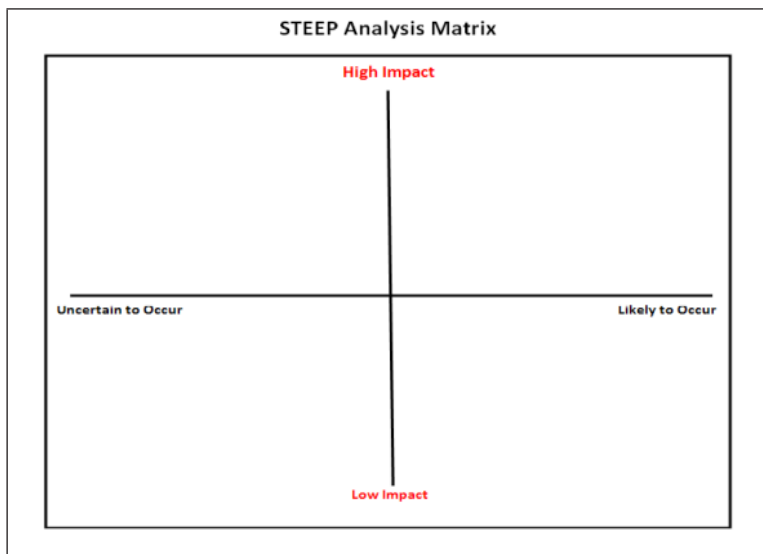
Step 1	<ul style="list-style-type: none"><li>• Reframe the design challenge title and understand the design challenge statement in depth</li></ul>
Step 2	<ul style="list-style-type: none"><li>• identify the relevant trends affecting the design challenge by studying secondary data to back up the analysis</li></ul>
Step 3	<ul style="list-style-type: none"><li>• Compile the trends based on impact and (un)certainly of its occurrence for each trend and evaluate them as <b>Opportunities</b> or <b>Challenges</b></li></ul>
Step 4	<ul style="list-style-type: none"><li>• Review the entire analysis to ensure that trends and implications identified are relevant to the design challenge</li></ul>

## Templates to be used for the conduct of STEEP analysis



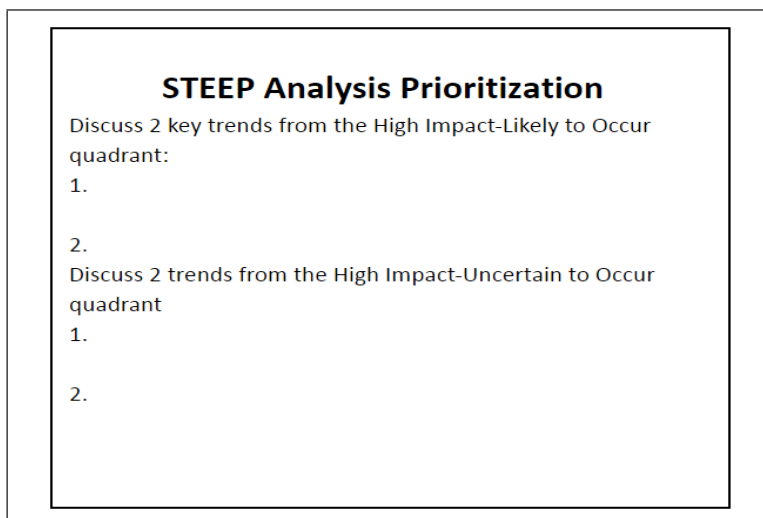
### STEER TRENDS ANALYSIS TEMPLATE

List down trends under each category and label them as opportunities and challenges



### STEER ANALYSIS MATRIX

Sort the trends based on its impact and (un)certainty of its occurrence.



### STEER ANALYSIS MATRIX PRIORITIZATION TEMPLATE

After mapping the trends in the matrix, filter few trends using this template.



## STRATEGIC PRIORITIES

This tool is used after the STEEP Analysis. A Strategic Priorities Matrix is used to explore from multiple perspectives to gain insights and deep understanding of the design challenge (to see the whole and its parts).

### What is Strategic Priorities?

Strategic Priorities Matrix is a tool with which you will look through multiple perspectives to better understand the context and the real issues with your design challenge and help you synthesise and formulate a point of view or theory to explain your design challenge problem.

### How to use the Strategic Priorities

Step 1	<ul style="list-style-type: none"><li>Revisit the filtered STEEP trends and look for patterns, links, relationships, cause and effects and correlation among the research findings leading to new insights and fresh perspectives of your design challenge</li></ul>
Step 2	<ul style="list-style-type: none"><li>Understand the reality that focuses on the relationships amongst the parts of the system and the dynamics those relationships produce</li></ul>
Step 3	<ul style="list-style-type: none"><li>List what challenges need immediate attention going forward for your design challenge and why?</li></ul>
Step 4	<ul style="list-style-type: none"><li>Identify which trends are more important than others</li></ul>
Step 5	<ul style="list-style-type: none"><li>Synthesize the trends and strategic priorities based on importance of the relationships among the trends, opportunities and challenges that demand immediate attention for key stakeholders</li></ul>

Templates for conducting Strategic Priorities.

		STRATEGIC PRIORITIES MATRIX	
		URGENT	LESS URGENT
IMPORTANT			
	LESS IMPORTANT		

**STRATEGIC PRIORITY MATRIX**

From the STEEP Analysis Matrix prioritization Template, filter and the trends using this template

SYNTHESIS: MAKING SENSE OF STEEP ANALYSIS AND STRATEGIC PRIORITIES	
Assessment Questions	Synthesis: Sense Making
What relationships among the trends do you perceive? How are they related? Why are these relationships important?	
What opportunities and/or challenges need immediate attention going forward for your design challenge? And why?	
What would it take to create positive change on this issue relating to your design challenge?	
Who else would be interested in this issue? Why should they care? What conversations would you have with them?	

**SYNTHESIS: MAKING SENSE OF STEEP ANALYSIS & STRATEGIC PRIORITIES TEMPLATE**

## ACTIVITY SYSTEM



You can use the activity system to gain insights on the organization’s strengths, weaknesses, advantages and gaps to explore fresh opportunities and possibilities. It should also be used to establish foundation for leveraging and evolving the strategic ‘ecosystem’ or a model in the Design Thinking Phase 5: Evolve.

### What is Activity System?

Activity system is a visual representation of how the organization creates value, satisfies its users and builds competitive advantages. It also identifies gaps in achieving the objectives (providing service) and possible duplication of jobs. A powerful organizational model is one with a unique activity system that has mutually reinforcing activities which is difficult to replicate.

### How to define the Activity System

Step 1	<ul style="list-style-type: none"><li>Identify the vision, mission, goals and objectives of the organization</li></ul>
Step 2	<ul style="list-style-type: none"><li>List all current activities carried out in relation to the design challenge and identify the key strategies (Strategic Hub)</li></ul>
Step 3	<ul style="list-style-type: none"><li>List all the support activities for each strategy (Strategic Hub)</li></ul>
Step 4	<ul style="list-style-type: none"><li>Determine the relationships between the strategic hubs</li></ul>
Step 5	<ul style="list-style-type: none"><li>Determine the relationships between supporting activities and the strategic hubs</li></ul>
Step 6	<ul style="list-style-type: none"><li>Organize/distill the inputs and map the activity system</li></ul>



## STAKEHOLDER MAPPING



Stakeholder Map can be used to help you visually summarise and communicate the relationships between various stakeholders when working on a design challenge or any issue that require to understand various players involved.

### What is Stakeholder Mapping?

Stakeholder mapping is a process to identify the key people, group and organization that have direct influence on the design challenge and understand the key stakeholders so as to better engage them. It draws the relationship between the stakeholders and shows the importance of the stakeholder(s) as it plays a key role in influencing the development and outcome of the design challenge.

### How to conduct the Stakeholder Mapping

Step 1	<ul style="list-style-type: none"><li>identify relevant groups, organizations and people within and outside the organization. agency who has interest/influence on the design challenge</li></ul>
Step 2	<ul style="list-style-type: none"><li>Plot the stakeholders on the matrix based degree of interest and influence through understanding their perspectives and unique interests on the design challenge</li></ul>
Step 3	<ul style="list-style-type: none"><li>Cluster the stakeholders based on Central Agency, People, Local Government</li></ul>
Step 4	<ul style="list-style-type: none"><li>Analyse and identify the link and relationship among these key stakeholders</li></ul>
Step 5	<ul style="list-style-type: none"><li>Develop strategies to engage these key stakeholders: Design actionable strategies to garner the support of key stakeholder relevant to the issue (design challenge topic)</li></ul>



## OPPORTUNITY FRAMING



Opportunity Framing is carried out after you know and understand the ‘Future Trend’, ‘Organization’ and the ‘user’ (stakeholder) to relook into the design challenge and reframe into opportunity.

### What is Opportunity Framing?

Opportunity Framing prepares you to better define the design challenge, ensuring all relevant notes have been considered before reframing the design challenge and transform the design challenge into design opportunity with many possibilities (It is not only about thinking out of the box but it is about the expansion of the box). This will also help you in identifying the potential interviewees for later phases.

“How might we <verb> a <desired end state/outcome/issues for <user>?”

### How to do Opportunity Framing

Step 1	<ul style="list-style-type: none"><li>Revisit the initial design challenge (issue/statement), the STEEP analysis, strategic priorities, activity system and stakeholder mapping</li></ul>
Step 2	<ul style="list-style-type: none"><li>Look at the design challenge from various perspective i.e. the Future Lens (STEEP analysis and strategic priorities), Organizational Lens (current activity system) and User Lens (stakeholder mapping)</li></ul>
Step 3	<ul style="list-style-type: none"><li>Use project brief and opportunity framing assessment questions as a guide</li></ul>
Step 4	<ul style="list-style-type: none"><li>Discuss and answer the questions in the project brief scoping template. (1) challenge definition, (2) opportunity framing</li></ul>
Step 5	<ul style="list-style-type: none"><li>Come up with 3 to 4 alternative “How might we...?” from opportunity/possibility statements and narrow it down to one</li></ul>

**The fundamentals of Opportunity Framing are:**

1. From the industry focus to user focus (Public Sector Agency to Citizen or End Users)
2. From single idea to system
3. From symptoms to root cause (What are the real issues, pain points, underlying deep needs)

**Templates to be used for the Opportunity Framing**

PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATE	
<b>A. CHALLENGE OR PROBLEM DEFINITION</b>	
Project Sponsor	Organization Name
	Address and Contact
	Contact Person(s)
Project Title	
Design Challenge	
Design Challenge Context and Background Info	What are the issues and opportunities that inspired this Design Challenge
Why does this Design Challenge matter to the organization	

**PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATES**

PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATE	
<b>A. CHALLENGE OR PROBLEM DEFINITION (cont'd...)</b>	
Goals and objectives of the Design Challenge	
Target users of this Design Challenge	
Other key stakeholders	
Previous efforts to solve this Design Challenge	
Current activity system and process	

**PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATES**

PROJECT BRIEF AND REFRAMING PROJECT CHALLENGES TEMPLATE	
<b>B. OPPORTUNITY FRAMING</b>	
Real issues behind this Design Challenge	
Inspirations from others in solving this Design Challenge	
Teams contributions	
Success criteria	
"HOW MIGHT WE" Opportunity/possibility statement	

**PROJECT BRIEF AND REFRAMING PROJECT CHALLENGES TEMPLATES**



# PHASE II

# empathise

Observation



User Interviews



Needs Finding



Persona  
Development





## PHASE II EMPATHISE

Empathise is a mechanism to understand and share the feelings of your users to foster deep user understanding and be able to uncover the deep user insights and needs.

### Purpose:

- to foster empathy and deep understanding of the users in terms of their life, needs, aspirations and challenges;
- appreciate others as human beings and understand and relate with their feelings;
- see their world through their eyes and make emotional connection;
- communicate understanding with others and share their world;
- be in the shoes of your users, experience same and gain fresh insights and uncover their needs; and
- Develop passion to act and help and inspire us to find new solutions.

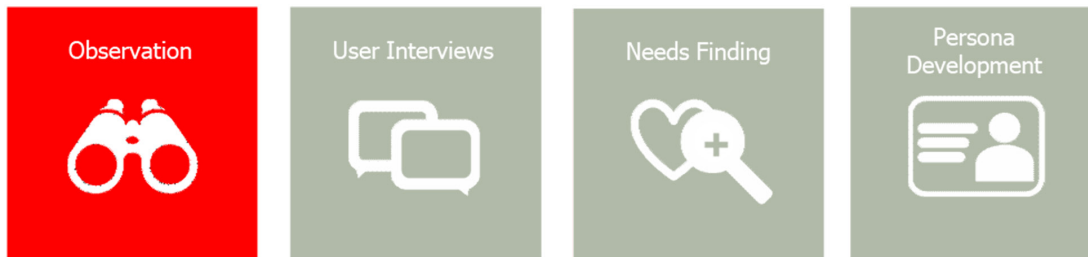
Empathy is used to uncover the deep user insights and needs by gaining broader perspective of the citizens' life.

### Methods & Tools, Mindsets & Process:





## FIELD OBSERVATION



### What is Field Observation?

It is a structured approach to observing people in their natural Environment rather than in a formal research setting. It is to uncover user insights and fresh perspectives of people and behaviour.

### Methods to conduct observation:



### When to use Field Observation?

Field observation is used to uncover User Insights and fresh perspectives of People and Behaviours.






### How to conduct Field Observations

Approach your onsite observation with an open mind and observations need to be made with all your senses which include both first sight – observing observable as reality, and second sight (observing the unobservable). When conducting observation, one needs to be:

- Attentive (in the presence)
- Curious (keep asking why?)
- Perceiving with all your senses
- Open-minded to learning

Use POEMS framework to structure and guide the observation as presented in the POEMS Framework Template (Annex) to record and capture what you have observed.





To make sense of the observation, we need to look beyond the obvious and explore WHY than just WHAT in terms of relationships, behavioral patterns, interactions, gaps, and mistake. Take photos to support and document your learning as follows in relation to POEMS framework.

<b>P</b>		<ul style="list-style-type: none"> <li>• <b>People:</b> Who are involved? (e.g. commuters, street vendors, office workers, children, motorists, delivery men, etc.) What roles do they play? How are the people engaging with each other? How are they related? What is the relationship? What is the social context?</li> </ul>
<b>O</b>		<ul style="list-style-type: none"> <li>• <b>Objects:</b> What artifacts are important? (e.g. bus stops, signage, traffic lights, benches, etc.) What roles do they play? How are people engaging with the objects, and with their surrounding? What is interaction? How does the object influence people's behavior?</li> </ul>
<b>E</b>		<ul style="list-style-type: none"> <li>• <b>Environment:</b> Where is the action taking place? (e.g. public bus, road side, government office, garden, etc.) What is happening? What are the people doing? How do the people behave in this environment? How does the environment influence people's behavior? What is the mood? Ambience?</li> </ul>
<b>M</b>		<ul style="list-style-type: none"> <li>• <b>Messages &amp; Media:</b> What are the messages and communication media used? (e.g. signage, online materials, posters, apps, etc.) What roles do they play?</li> </ul>
<b>S</b>		<ul style="list-style-type: none"> <li>• <b>Services:</b> What are the services and support systems provided? (e.g. registration, library services, hands-on guide, online booking, etc.)</li> </ul>

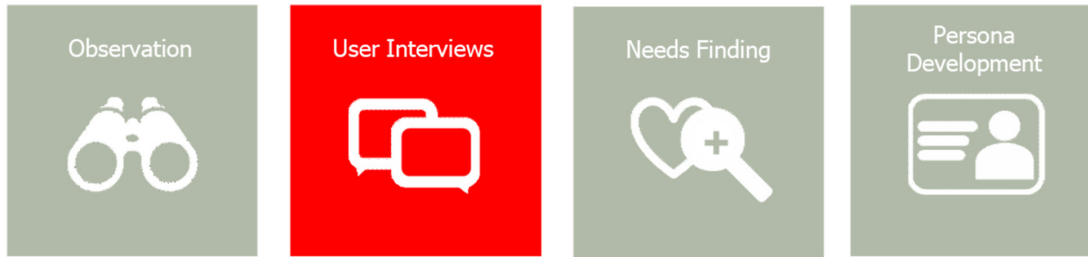
- **Context:** where, when, who and why?
- **Insights:** what have you learned about your target users
- **Challenges:** what are the pain-points, obstacles, gaps
- **Opportunities:** What are some opportunities and new possibilities
- **Perspectives:** How would you rethink about your design challenge project

**Field Observation Preparation**

Before embarking on your field observation, ensure the team has a well thought out plan as outlined below:

<p><b>1. Who &amp; Where to Observe?</b> (Think about the profile of your target group(s))</p> 	<p><b>2. What are different roles of your team members?</b> (Interviewer, Observer, Note Takers)</p> 
<p><b>3. What to Observe and learn?</b> (Think about the issues, concerns your target group may have)</p> 	<p><b>4. Inventory check before setting off</b> (Observation list, report, template, camera, pen etc.)</p> 

## DEEP USER INTERVIEW



### What is Deep User Interview?

Deep user interview is an art of conversation to elicit stories and to uncover deep users' insights and needs – both latent and unmet needs through understanding of the users';

- Behaviour & feelings,
- Goals,
- Motivations,
- Aspirations,
- Values,
- Beliefs,
- Pains and challenges.

### When to use Deep User Interviews?

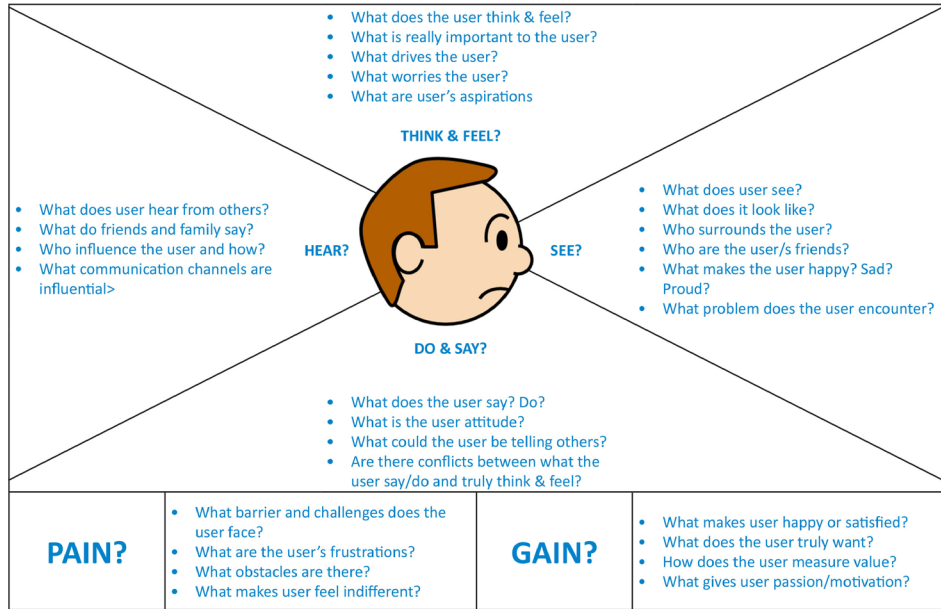
A Deep User Interview is conducted when we want to understand beliefs, values, challenges, concerns, frustrations, motivation & behaviours, and uncover user insights, latent needs, and the unmet needs of the users by listening to their stories and experiences. A proper conduct of deep user interview is also important for theme clustering, insight development, need findings, and persona development. Need findings and persona development depend on the quality of interviews that we conduct.

### How to conduct Deep User Interviews?

#### 1. Pre-interview preparation

Being prepared with right questions and other interview tools and techniques are key to successful conduct of a deep user interview. Prepare your deep user interview by carrying out following activities:

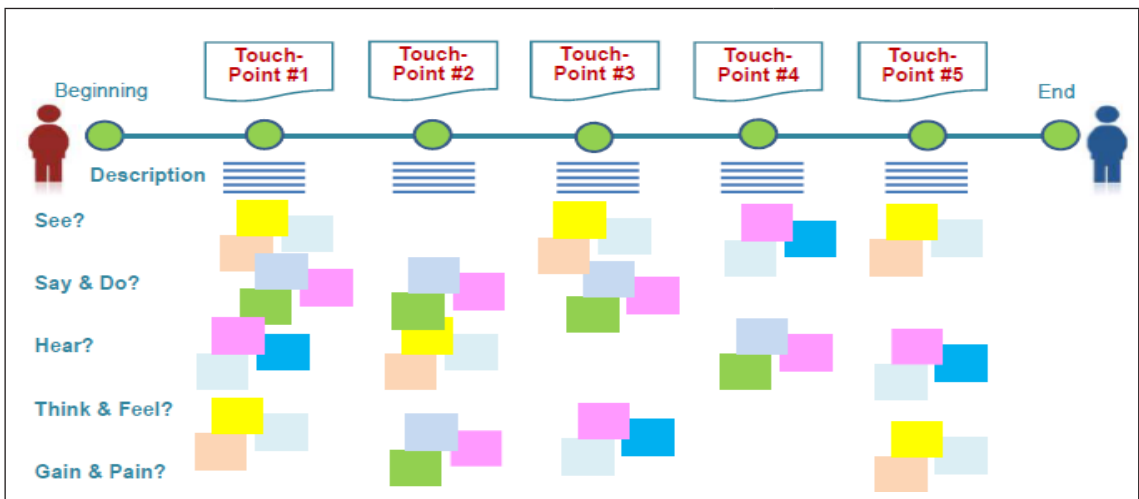
- Prepare interview questions
  - Be prepared with the rights questions to explore the deep user needs with use of both Type A – closed ended and Type B – open-ended probing questions.
  - Use **EMPATHY Map** and/or **JOURNEY Map** to generate right questions as shown in Annex (*Empathy Map & User Journey to Generate Interview Questions*).
  - Use of empathy map helped to generate questions related to *think & feel, see, say & do, hear, pain and gain*.



Sample Empathy Map



Sample Journey Map



Combined Empathy & Journey Map to generate Interview Questions



- Plan and structure your interview
  - Plan and schedule your interview on a mutually convenient date and time.
  - Plan your interview for at least 90-120 minutes for each interview session. It takes time for the users to open up.

Structure your interview to evolve overtime with the use Type A questions followed by Type B and concluding with Type A.



Picture/word cards are given to interview

- Identify interview team and assign roles
  - An interview team should have an interviewer and a note-taker/observer.

Prepare your equipment check-list and relevant tools

- Simple interview tools such as *photos* and *picture cards*, *words cards*, *journey map*, and *5 Whys* will help interviewee to open up.
- Conduct mock interview
  - The objective is to familiarize team members with the interview process.
  - Conducting deep user interview takes a lot of practice.

## 2. During the Interview

Conducting a proper interview with the user is key to getting the rich and deep insights. User insights are sources to understanding the user unmet needs.

- Follow your interview structure – use of Type A and Type B questions - and make it a natural and a causal chat.
- To begin the interview, use Type A questions relating to the demographics and habits to build rapport and make interviewee comfortable.
- To explore, elicit stories and deeper response and gather information on personal motivation such as aspirations, inspirations, motivations and pain points use Type B questions.
- Use Type A questions to gather information related to the project statement. These questions were prepared to be asked towards the end of the interview to wrap up. During
- Avoid questions that lead to a dead end. Use interview tools and techniques to probe more and evoke stories and explore emotions.
- Be comfortable with silence and observe for non-verbal cues and emotions.
- Use **User Interview Notes Template** (refer annex) to record everything in verbatim. Do not interpret or analyse anything during the interview.
- Take photo references of the interview process, including activities like sketching, journey mapping, card sorting, etc.

### There are five main activities of conducting Deep User Interview:


1. **Ask** - asking right questions ( ask open-ended probing questions),
2. **Listen** – listen for deeper meaning, listening with purpose (empathic listening – listening with all senses – and wonder why that is important),
3. **Observe** – observing with all senses,
4. **Sense** – make inference to gain clarity, and
5. **Record** – record everything in verbatim.

FIVE MAIN ACTIVITIES OF DEEP USER INTERVIEWS				
ASK	LISTEN	OBSERVE	SENSE	RECORD
Ask Open Ended	Listen for Deeper	Observe with All	Make Inference	Record Everything

### 3. Post Interview

- Conduct post-interview debrief immediately after each interview sessions. Use Post **Interview Discussion Template** (annex) to summarize what you heard during the interview and develop a common understanding about the user interviewee.
- Conduct post-interview debriefs presentation to the team. Use post-interview **De-brief Presentation Templates**.

### SUMMARY PROFILE OF INTERVIEWEE: Sonam Yangden (Future Student)



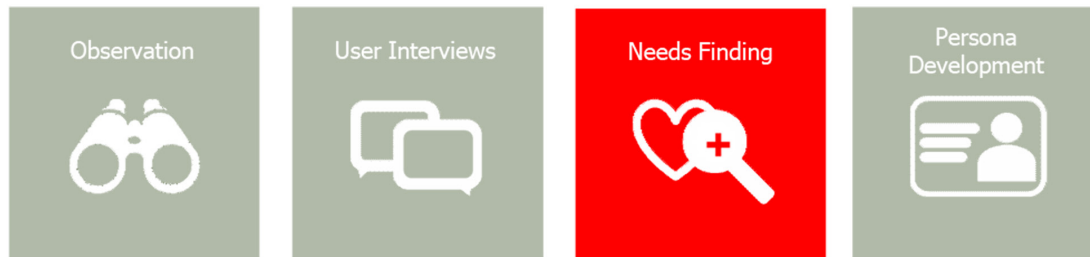
**Gender:** Female  
**Age Range:** 20-23 years  
**Profession:** Unemployed/Fresh graduate  
**Education Background:** Bachelor in Arts Major in International Relations and Minor in Media Communications  
**Family:** unmarried, lives with parents.  
**Hobbies:** watching movies, listening to music, and the internet.  
**Interests:** She likes to read and learn new things.

### UNDERSTANDING THE INTERVIEWEE: Sonam Yangden (Future Student)

<p><b>Goals/Motivation:</b> Her goal in life is to be positive, earn good money, meet right partner and have a comfortable life.</p> <p>Her family is her motivation in life and want to do good and make them proud. Her motivation to learning comes from:            - desire to communicate affectively, be competitive and be in the presence, and not appear stupid and dumb.</p>	<p><b>Aspirations:</b> She aspires to become strong and independent person with identity and be able to raise opinions, and have freedom to do things for her own rather than being told to.</p>
<p><b>Current Experience:</b> College was her best learning experience and made her to grow as person.</p> <p>Her learning experiences are enhanced by:            -Self learning through research and assignments            -Good interactions, short classes, fewer students,            - when appreciated through praises.</p>	<p><b>Challenges or Pain-points:</b> She gets frustrated when she is being suppressed to raise her opinions. Inability to comprehend relationship with men as they think differently.</p>
<p><b>3 most memorable things about the interview:</b>            - Open to share her stories,            - Quite clear and frank in sharing her dislikes, and            - Confidence level was quite high for fresh graduate.</p>	<p><b>User Insights or Deep Needs:</b> She is a person who likes freedom to do things on her own and doesn't like to be directed.</p>

Sample Post-interview De-brief Presentation

## NEEDS FINDING



### What is Needs Finding?

Needs finding is a deep human process of making sense and transforming your observations and Deep user interviews into usable data cluster and meaningful insights to uncover the unmet needs of your users (citizens). When conducting needs finding you are looking for patterns and relationships in terms of SPICE and SAM (Think-Feel-Do) frameworks to uncover Insights, Aspirations, Motivations, Challenges, Pain Points, and Deep Needs.

### When to use Needs Finding?

The needs finding process is used to convert observations and deep user interviews into usable data cluster from which meaningful insights and needs of the users are discovered.

### How to Find Needs

<b>Step 1</b>	<ul style="list-style-type: none"><li>Have the interviewer read out the interview notes to the team as a “first person” while others capture key quotes, high and low points, and observations. The members must capture one data per post-it</li></ul>
<b>Step 2</b>	<ul style="list-style-type: none"><li>Take turns to share what you have captured on your post-its and cluster common patterns and/or consistent issues emerging or compelling insights</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>Have an in-depth discussion for each cluster and examine to uncover deep USER INSIGHTS/NEEDS. This is a deeply human process that requires you to rely on your sensing and keep asking WHY until you uncover the real motivation.</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>Needs finding process is like a ‘Map Making’. You refine your ‘user-map’ as you dive deeper and gain better understanding of your USERS. Remember that there is no right Map and is not about finding the correct answer. It is about Mapping an emerging picture of your Users as the team collaborate, compare and gather diverse views to make sense of interview findings and clusters or themes. To uncover the deep user needs, you have to first uncover the USER INSIGHTS.</li></ul>

## Uncovering USER INSIGHTS

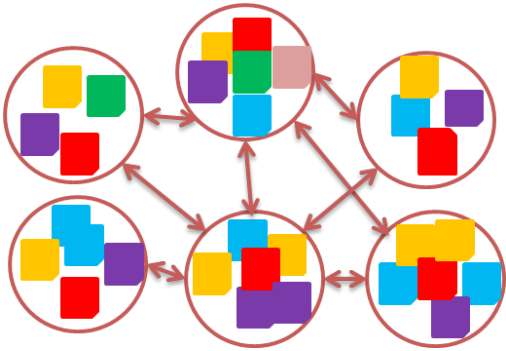
User insights are not user needs but it helps to explain it. Good user insights reveal a deep discovery about your user that can be acted upon to creating new ideas and solution. User insight finding takes times and some serious probing and trying to understand the real ‘why’ of the behavior.

### 5 Principles of uncovering User Insights:

1. User insight is a human truth  
A human truth that is moving and relatable. It connects to who we are as humans and why we feel what we feel.
2. User insight digs deeper than observation  
Help uncover the hidden motivation behind a behavior
3. User insight offers new, untapped understanding  
Offer undiscovered truths of the human complexion, something new, true and not obvious.
4. User insights shapes new perspectives and challenges old assumptions  
Shape your perspectives and challenge you to question assumptions.
5. User insight serves as a foundation to unlock creative thinking  
Give you the “aha” moment that inspire creative innovation.

### How to uncover User Insights:

**Look Everywhere; Recognize Relationship; Seek the Wisdom of “WHY?”**

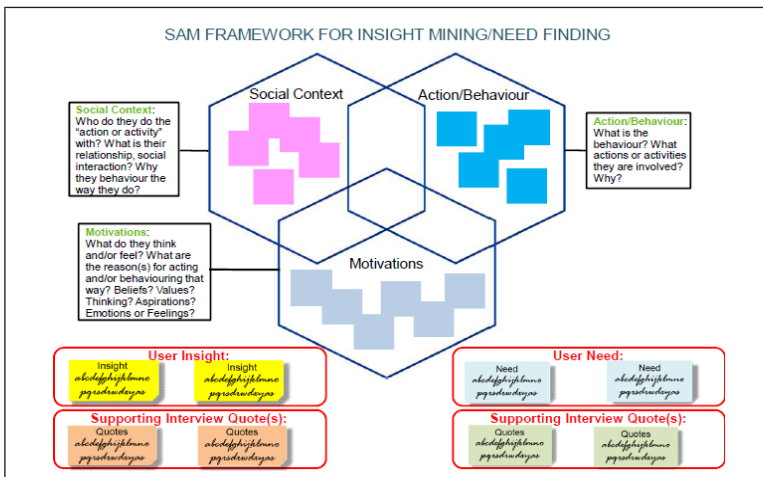
<p><b>Recognise Relationship:</b></p> <p><b>Connections</b> – Tensions; Contrasts.</p> <p><b>Events</b> – Success &amp; Failure; Good &amp; Bad.</p> <p><b>Cause &amp; Effect</b> – A leads to B; Necessary but not sufficient.</p> <p><b>Gap</b> – Mismatch; Misaligned; Lacks; Frustrations; Pain Points.</p> <p><b>Timeline</b> – Ahead of plan or behind time or deadline.</p> <p><b>Outcome</b> – Planned or Unintended.</p> <p><b>Speed</b> – A process sped up or slowed down</p>	<p><b>Search Everywhere: look beyond obvious;</b> stories, events, events, experiences, behavior, goals, motivations, challenges, frustrations, tensions, pain-points, etc.</p>  <p><b>Seek the Wisdom of Whys: Ask thoughtful questions:</b> Team to have open conversations, put oneself in interviewee’s situations, keep asking “why”, map the thoughts, capture the insights on post-its.</p>	<p><b>Look for emerging patterns:</b> Recurring Points or themes; similar situations; common experiences; cycle of events (vicious or virtuous); intensity of the experience</p> <p><b>Understand the Action and Behavior:</b> Perceive the Social context, Sense the Motivation, Feel the Emotions. Recognise the types of relationship</p>
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## Tool to Uncover User Insights: SAM (Think – Feel – Do) framework

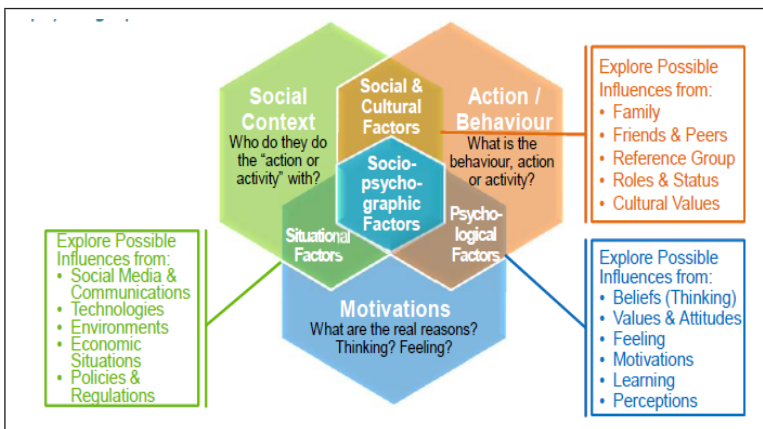
**Social Context:** who they do the 'action or activity' with? What is their relationship, social interaction? Why they behave the way they do?

**Action (Behaviour):** What is the behavior? What actions or activities they are involved? Why?

**Motivation:** what do they think? How do they feel? What are the reason(s) for actions and/or behaving that way? Belief? Values? Thinking? Aspirations? Emotions or Feelings?



SAM Framework for Insight Mining/Need Finding



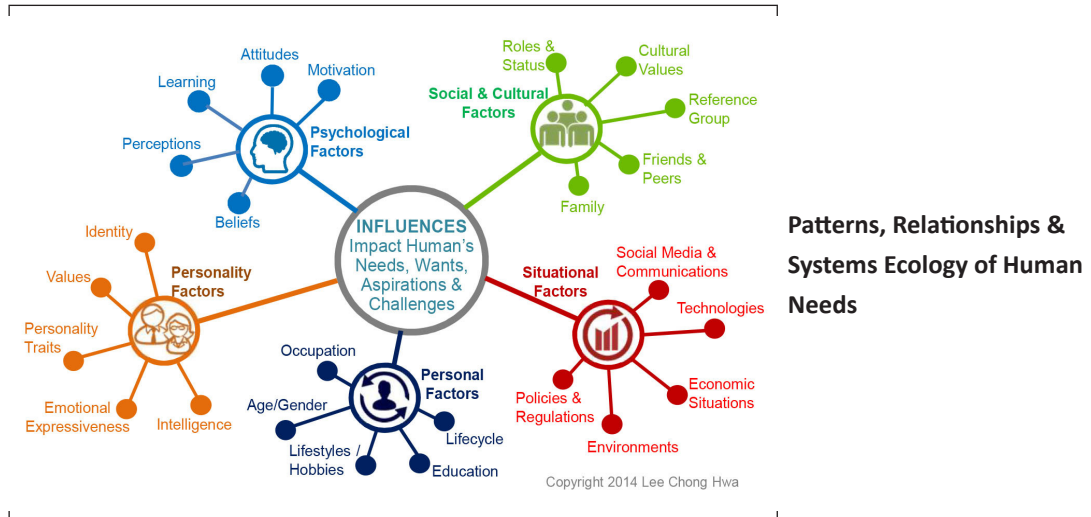
Uncovering User INSIGHTS to User NEEDS (SAM Framework)

### Uncovering User Insights to User Needs:

Need is something that is missing. Need finding process is about looking through the situations or condition to find what is that 'something' missing for the target users. Need is a verb not a Noun. Needs are explicit or implicit (latent or unmet) needs. User Needs finding is a process or uncovering implicit, latent or unmet needs of the users. Latent or implicit needs are that the Users have but unaware or have not yet directly recognized, hence they are unable to clearly articulate. Latent needs are harder to find and defined but they are important source of inspiration for innovation.

Uncovering latent or unmet needs of the users require understanding the deep human needs and have to be drawn from the User Insights using S.A.M and SPICE Needs framework.

## Understanding & Uncovering Deep User (Human) Needs: SPICE Needs Framework



### SPICE Needs Framework

**S**

- **SOCIAL:** What does this person need form relationships with the people around them? (e.g. trust, qualified counsel, resourceful service staff, etc.)

**P**

- **PHYSICAL:** What does this person need on a functional and practical level? (e.g. responsive service, conducive environment, access to amenities, etc. )

**I**

- **IDENTITY:** What does this person need to define themselves? (e.g. to be contributor, raise civic consciousness, etc.)

**C**

- **COMMUNICATION:** What information does this person need? (e.g. non-bureaucratic language, access to reliable information, responsive feedback channels, etc.)

**E**

- **EMOTIONAL:** What does this person need emotionally and psychologically? (e.g. sense of national pride, sense of fairness and justice, etc.)



## Sample Needs Statements

<i>I need to regain my lost time at waiting to spend them meaningfully.</i>	<i>I need to overcome my self-doubt so that I can excel in my studies.</i>
<i>I want to be role model for my children and others.</i>	<i>I need a sense of familiarity so as to explore the unfamiliar.</i>
<i>People want to have that sense of belonging to a community to know that they belong.</i>	<i>During weekend I want to recapture quality time with my loved ones.</i>
<i>To be recognised for my efforts in the organisation.</i>	

Examples of Needs Statements

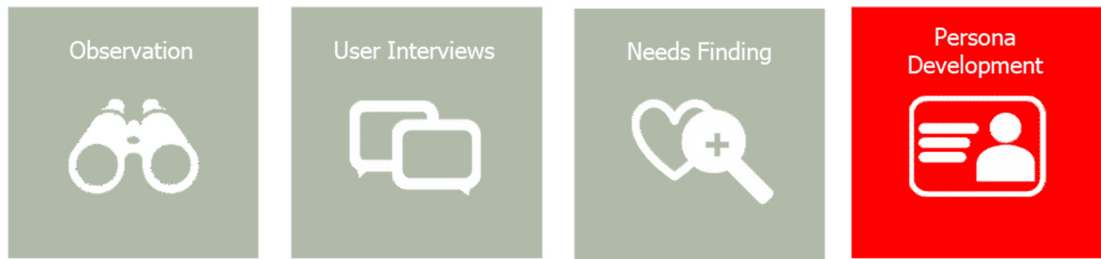
## Documenting User Insights and Needs

It is important to document deep User Insights and Needs. User needs statements to be framed as verb – i.e. activities or desires with which your user could use help, not nouns (solutions).

<p><b>INSIGHT #3:</b></p> <p><b>While students instructors relationships are positive, students want instructors to exhibit good discipline</b></p>
<p><b>Narrative:</b></p> <p>Instructors prepare trainees to improve performance in its activities mainly on work attitudes in working on the workpiece in practice and skills through learning on the job-related behaviours, knowledge, and expertise of the participants. Standard time is a measure in the assesment and implementation of competency-based training, in accordance with the curriculum in the training program.</p>
<p><b>Need:</b></p> <p><b>Students look up to instructors as role model.</b></p>
<p><b>Quote 1:</b>”There’s always instructors that are not available when students need to ask questions. Opportunity to ask questions about our tasks are always delayed and delayed further.”</p>

Examples of Needs Statement documentation

## PERSONA DEVELOPMENT



### What is Persona Development?

Persona development is a process of humanizing your target user, giving voice and character and making them real. Personas are fictional characters created to represent your group of target users who exhibit similar behaviors, patterns, motivations and goals. A well created persona provide realistic and detail descriptions, that include Behaviors, Patterns, Motivations, Goals, Skills, Attitude, Challenges, and environment with a few fictional personal details, including a name, to bring personas to life.

### When to use Persona Development

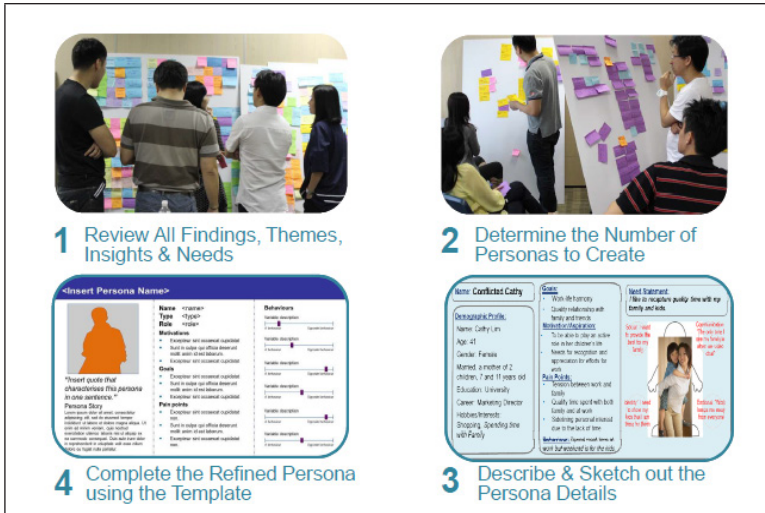
Persona development is to create user models – characters with a clearly defined purpose and characteristics – who will represent your target users throughout the design process from brainstorming for solution ideas to designing ideal user experience journey. Development of personas support storytelling, foster user understanding and evolve design. Personas tell stories and stories are part of every community. Stories help organize and convey information in a compelling manner and evoke emotions and responses.

### How to Develop Persona

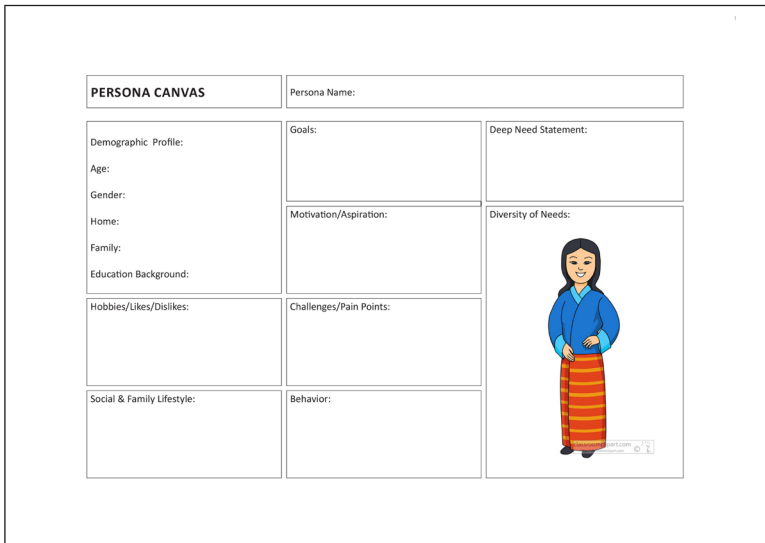
User personas are distilled from your observations and deep user interviews. Personas are developed as follows:

- |               |  |
|---------------|--|
| <b>Step 1</b> | <ul style="list-style-type: none"><li>Review all your clusters, user insights and user needs from across your user interviews.</li></ul>                         |
| <b>Step 2</b> | <ul style="list-style-type: none"><li>Distill those information relating to behavior patterns, goals, motivations, challenges, pain points, needs etc.</li></ul> |
| <b>Step 3</b> | <ul style="list-style-type: none"><li>Add fictional personal details such as name to bring the persona life.</li></ul>   |
| <b>Step 4</b> | <ul style="list-style-type: none"><li>Add some narratives or story to reveal the persona’s lifestyle, activities, choices and social context.</li></ul>          |





**Persona Development Process**



**Sample Rapid Persona development Canvas.**

This is used to complete step 3 of the persona development process (i.e. to describe and sketch out the Persona details).

**Sample Persona**

**Anxious Andu**

**Name:** Anxious Andu  
**Age:** 23  
**Gender:** Female  
**Education:** Social Science  
**Hobbies/Interests:** Outdoor Games, Art, Reading, Community Services, Movies, Music

**Motivations**

- To become a civil servant with highest caliber, honesty, integrity and serve the nation with humility and dedication.

**Goals**

- To serve family/parents and the country
- To become competent to better serve in the civil service

**Pain points**

- Longs for family
- Low quality mess food
- Less practical learning
- Uncertain future work environment
- Dissatisfied with learning environment including academic and non academic course modules and delivery
- Disengagement with RCSC

**Behaviours**

- Sense of Belongingness: Low to High
- Future job prospects: Unclear to Clear
- Student involvement: Low to High
- Wellbeing & Food: Not satisfied to Satisfied
- Out of classroom contribution: Not recognized to Recognized
- Learning environment: Not conducive to Conducive

**Persona Story**

"I fear about getting stagnant in civil service"

Anxious Andu is a humble boy who has a simple dream to serve his parents and family and make them proud. He worked hard and got selected through BCGE to get into civil service. But he has to undergo one year of PQDPA course in RIM and not very sure why? He expected to get some real work skills and leadership skills from RIM to help him take on the work. However, practical learning is very limited with often inconsistent assessment. We are also unsure of why we undertake certain modules while some modules hone our skills. Quality of food in mess is terrible and he is just waiting to pass out from RIM as soon as possible.

**Sample Persona Presentation**

# TEAM BUILDING ACTIVITY

## Marshmallow Challenge

Designing Thinking requires group of people to work together as a team and each team member is expected to make equal contribution. Therefore assigning specific roles and responsibilities to each team member and who should lead the team needs to be specified clearly.

Marshmallow challenge as a team building activity brings creative frame of mind and encourages innovation ideas in organization.

### When to use Marshmallow Challenge

- When team members are new to each other
- To be prepare the team for the ideation phase

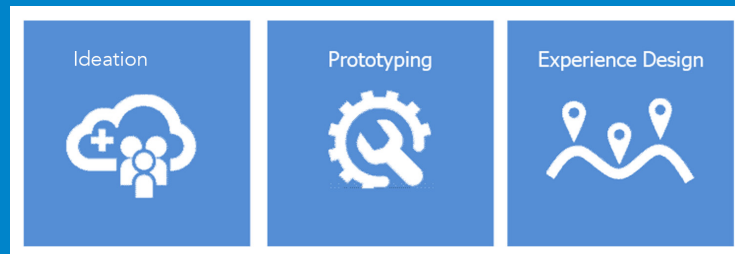
### How to conduct Marshmallow Challenge exercise

1. Divide the team with four members each.
2. Provide the challenge materials (20 sticks of spaghetti, 1 meter of string,1 Marshmallow and 1 meter of masking tape)
3. Give the challenge “to build the tallest standing structure with marshmallow to be placed on the top of the structure within 18 minutes”.
4. The following instructions are to be provided clearly:
  - a. The team may use all 20 spaghetti or less and may even break it if required
  - b. As much or less of the masking tape and string may be used.
  - c. Eating the marshmallow shall disqualify the team.
  - d. Measurement shall be taken from table surface to top of marshmallow
5. Start the challenge
6. After the measurement, the winning team to be declared
7. Conduct debrief through team reflection as to what was learnt, what role each team member played and how to improve the team performance.



# PHASE III

# experiment





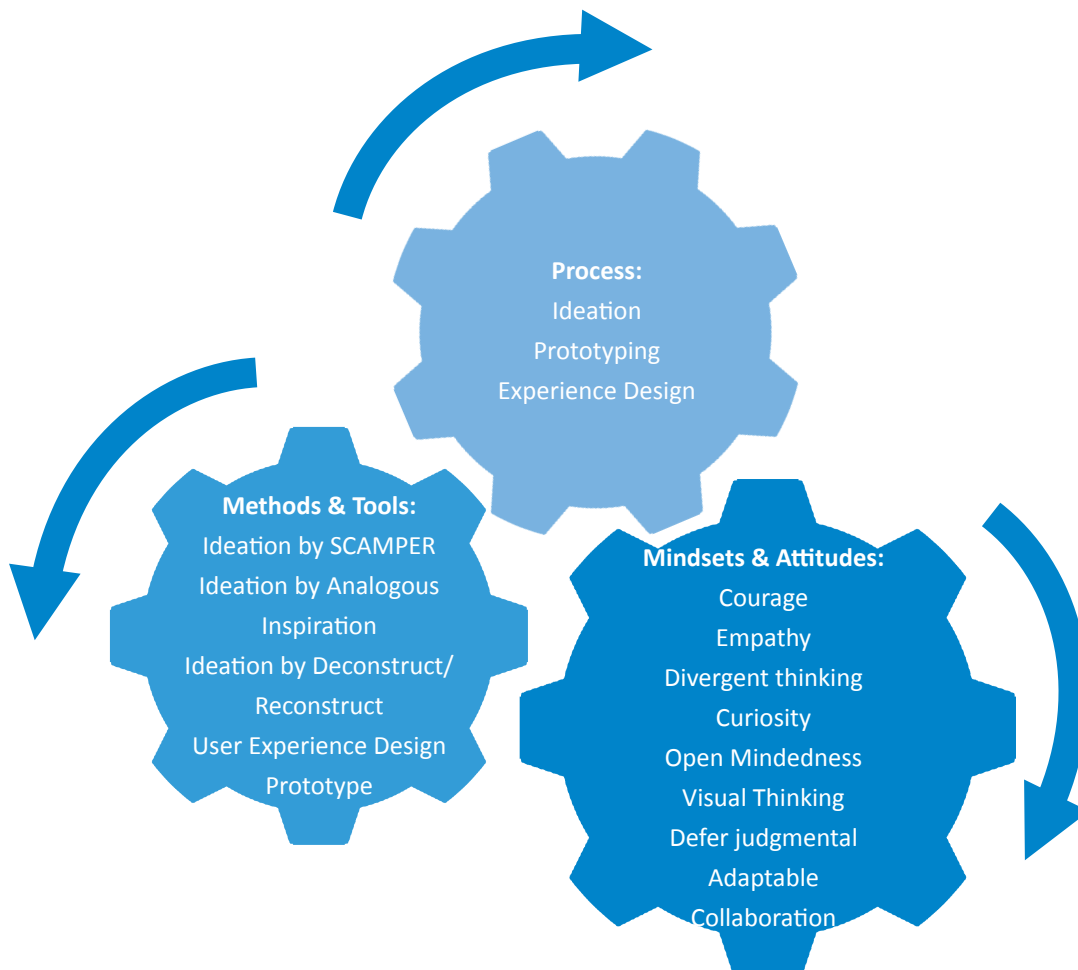
## PHASE III EXPERIMENT



This is the ideation phase where huge quantity of ideas are generated by brain storming using the ideation tools. The ideas are then prototyped to provide user with ideal user experience journey.

### Purpose

- To brainstorm quantity and variety of ideas around user deep needs
- To make ideas tangible and visible through building prototypes and visualizing the ideal user experience

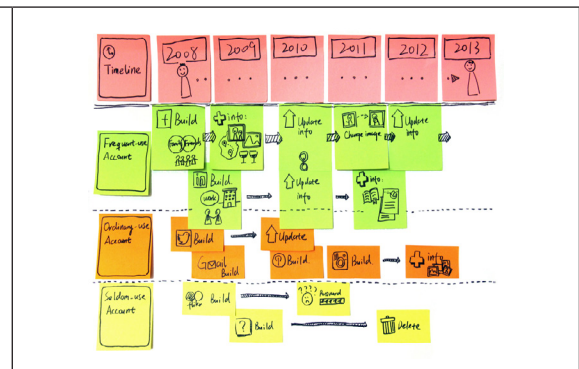


## METHODS & TOOLS



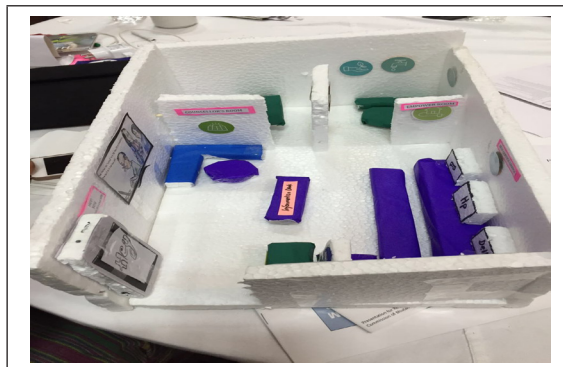
**Ideation by SCAMPER:** A tool to generate new ideas from different perspective.

**Ideation by Analogous Inspiration:** Draw insights and inspiration from seemingly unrelated industry to spark creative and innovative ideas



**Ideation by Deconstruct and Reconstruct**

**User Experience Design:** It is the process of creating great experience through enhancing the user satisfaction by improving the usability, accessibility, and pleasure provided in the interaction between the user and the product/ services



**Prototyping**

## IDEATION USING SCAMPER



**SCAMPER** is a creative brainstorming technique that stretches the parameters of thinking to generate new ideas from different perspective. Given any object you use SCAMPER to generate new ideas.

<b>S</b>	<ul style="list-style-type: none"><li>• <b>SUBSTITUTE:</b> What might you substitute? Who else? What else? Where else? What parts/what materials?</li></ul>
<b>C</b>	<ul style="list-style-type: none"><li>• <b>COMBINE:</b> What might I combine this object with? Can I combine ideas, objects, function? What this also include or do?</li></ul>
<b>A</b>	<ul style="list-style-type: none"><li>• <b>ADAPT:</b> What might I change? What else is this like? What does this remind me of? What might I copy?</li></ul>
<b>M</b>	<ul style="list-style-type: none"><li>• <b>MODIFY, MAGNIFY, MINIFY:</b> How might I change it? Bigger, smaller. What might I increase or decrease? How can I enhance or diminish attributes such as color, texture, sound, taste, smell, speed?</li></ul>
<b>P</b>	<ul style="list-style-type: none"><li>• <b>PUT TO OTHER USE:</b> Are there other uses of this object? What happens if I change the context or function or purpose?</li></ul>
<b>E</b>	<ul style="list-style-type: none"><li>• <b>ELIMINATE:</b> What can I do without? What can I take away or remove?</li></ul>
<b>R</b>	<ul style="list-style-type: none"><li>• <b>REVERSE, REARRANGE:</b> What if I turned it upside down? Backwards? Inside out? What if I rearrange any parts, function or objectives?</li></ul>

### 7 Rules of Idea Generation

- Stay focused on the topic
- Go for quantity
- Be visual
- One conservation at a time
- Encourage wild ideas
- Defer judgement
- Build on ideas of others

### When to use SCAMPER

When there is need to generate huge quantities and variety of ideas

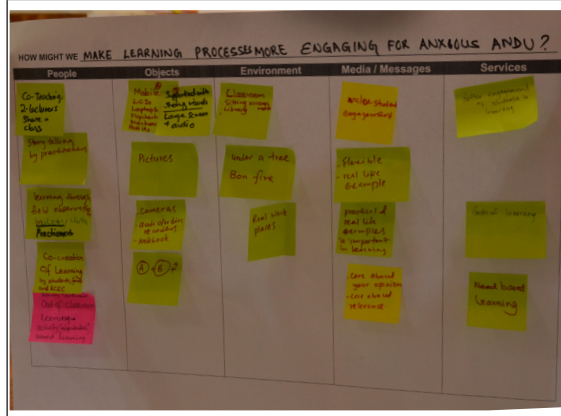
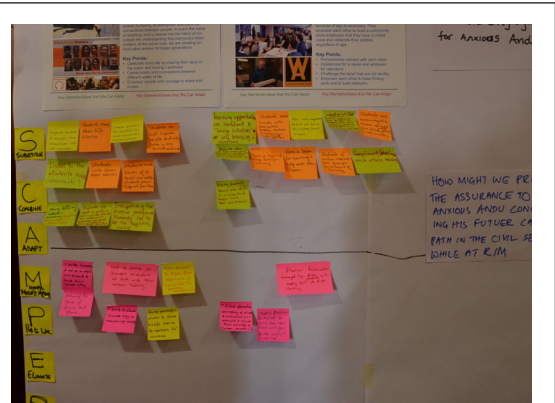


How to use SCAMPER for Ideation

- Step 1** • Each team to be given different objects
- Step 2** • Generate the most idea using the SCAMPER canvas. There is no sequential flow while using SCAMPER.
- Step 3** • As each team member has an idea, stick on the relevant column of the canvas. One idea per Post-its is used.
- Step 4** • Compete to see which team generates the most ideas within the given time.
- Step 5** • Within 10 minutes , 10 people are to generate 50 ideas
- Step 6** • Cluster the ideas by themes

A sample SCAMPER template for ideation

SCAMPER Worksheet	
<b>S</b> Substitute	<b>(What can you substitute? What or who could you use instead?)</b>
<b>C</b> Combine	<b>(What can you combine or bring together?)</b>
<b>A</b> Adapt	<b>(What can you adapt for use as a solution?)</b>
<b>M</b> Modify	<b>(Can you modify or change the item in some ways?)</b>
<b>P</b> Put to other uses	<b>(What other or new ways could this be used?)</b>
<b>E</b> Eliminate	<b>(What can you get rid of?)</b>
<b>R</b> Reverse	<b>(What could you rearrange or change around?)</b>



Ideation can also be done using POEMS



## IDEATION USING ANALOGOUS INSPIRATION



### What is Analogous Inspiration?

Analogous inspiration helps to draw innovative ideas from various organization and industries. It provides different perspective and prompts new and creative ideas.

### When to use Analogous Inspiration

- To generate variety and quantity of ideas

### How to use Analogous Inspiration for Ideation

<b>Step 1</b>	<ul style="list-style-type: none"><li>• Based on user deep need, each team member is to get relevant case studies by looking across other industries, organization and innovation that might serve to inspire challenge at hand.</li></ul>
<b>Step 2</b>	<ul style="list-style-type: none"><li>• Stick a large white paper on the wall and the case studies.</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>• Using Post-its and pen, from the case study, every team member to identify and articulate the desirable element of good experience that you can use and adapt as per the user need.</li></ul>
<b>Step 4</b>	<ul style="list-style-type: none"><li>• As each team member has an idea, make them share and stick on the white paper.</li></ul>
<b>Step 5</b>	<ul style="list-style-type: none"><li>• Using this method, generate as many ideas as possible.</li></ul>
<b>Step 6</b>	<ul style="list-style-type: none"><li>• The ideas then are to be clustering by themes.</li></ul>

**ANALOGY = MODEL**  
THAT WE WANT TO REAPPLY  
Where A Similar Challenge Was Solved

**Analogous Inspiration**

<p><b>Description:</b> Google is an American multinational technology company specializing in Internet-related services and products. These include online advertising technologies, search, cloud computing, software, and hardware.</p> <p><b>Key Points:</b></p>	<p><b>Description:</b> Apple is an American multinational technology company that designs, develops, and sells consumer electronics, computer software, and online services.</p> <p><b>Key Points:</b></p>
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Key elements or idea that we can apply

Example of Analogous Inspiration



Ideation using Analogous Inspiration

## IDEATION USING Deconstruct & Reconstruct



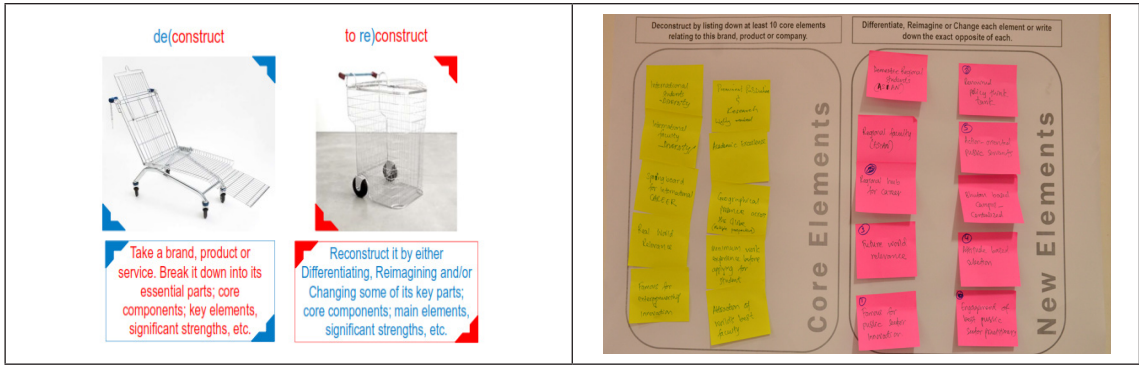
Deconstruct & Reconstruct is the process of taking a product or service and initially breaking it down into its essential parts; core components; key elements, significant strengths etc and then reconstruct idea and imagine new possibilities by combining features/characteristic.

### When to use Deconstruct & Reconstruct

- To generate innovative and creative ideas

### How to use Deconstruct & Reconstruct for Ideation

<b>Step 1</b>	<ul style="list-style-type: none"><li>• Identify 5 different brands/product/Companies for five teams.</li></ul>
<b>Step 2</b>	<ul style="list-style-type: none"><li>• Using a large white paper, list minimum of 10 essential elements of the given brand/ Company by deconstructing each brand/product/company</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>• The team is to discuss and select 5 essential elements and circle.</li></ul>
<b>Step 4</b>	<ul style="list-style-type: none"><li>• Using Post-its and pen, every team member is to reconstruct 2-3 imaginary new products with the 5 circled essential elements.</li></ul>
<b>Step 5</b>	<ul style="list-style-type: none"><li>• As each team member has an idea, make them share and stick on the white paper. Use one idea per Post-its.</li></ul>
<b>Step 6</b>	<ul style="list-style-type: none"><li>• Using this method, generate as many ideas as possible.</li></ul>
<b>Step 7</b>	<ul style="list-style-type: none"><li>• Draw the new product on the white paper</li></ul>



Example: Deconstruct & Reconstruct

Team Deconstructing & Reconstructing

**Idea Generation for your Design Challenge**

Having gone through all the methods of ideation/brainstorming, now it is time to generate ideas for your design challenge/ problem.

**What to Do?**

- Reference your persona’s deep or unmet need.
- Phrase the personas’ unmet need into a possibility question as: “How Might we.....” Write the question on a big Post-it and place it in the middle of a large sheet of paper: “e.g. **How might we make Anxious Andu feel Connected with RCSC and be Engaged in learning process while at RIM?**”
- Generate quantity and variety of ideas around the person’s need.
- Sketch or write 1 idea on 1 post-it. Share ideas (1 at a time), and keep generating ideas. Go for for volume. (Use the 3 + 3 + 4 method)
- Use SCAMPER, POEMS, WHAT IF or other methods to inspire and spark creative and possibility thinking.
- Pick One Idea and brainstorm in more details.
- Cluster the ideas by intention and identify themes.

All the activities pointed out in the box above are detailed in four steps as below:

**1. START WITH YOUR MOST REALISTIC PERSONA AND THE MOST COMPELLING DEEP OR UNMET NEED**

•Review and select the most compelling deep or unmet need. One that your team feels most eager to help.

Step 1

**2. FRAME THE NEED AS A POSSIBILITY QUESTION: HOW MIGHT WE...TO INSPIRE POSSIBILITY THINKING**

- Unmet need is an untapped opportunity.
- Write the HOW MIGHT WE possibility question in the center of a large sheet of paper so that all can see

Step 2

### 3. BRAINSTORM FOR A RANGE OF DIFFERENT IDEAS

- Use POEMS, SCAMPER, What if, Analogous Inspiration to spark creative and innovative ideas.
- Write one idea per post-it and Share on idea at a time.

Step 3

### 4. CLUSTER AND IDENTIFY THEMES

- Organize and cluster the ideas. This involves grouping common ideas by their intention in addressing the unmet need.
- Discuss and give each cluster a theme: a succinct caption that aptly describes the ideas.

Step 4



Clustering Ideas by Theme Sample

## From Idea to Concept

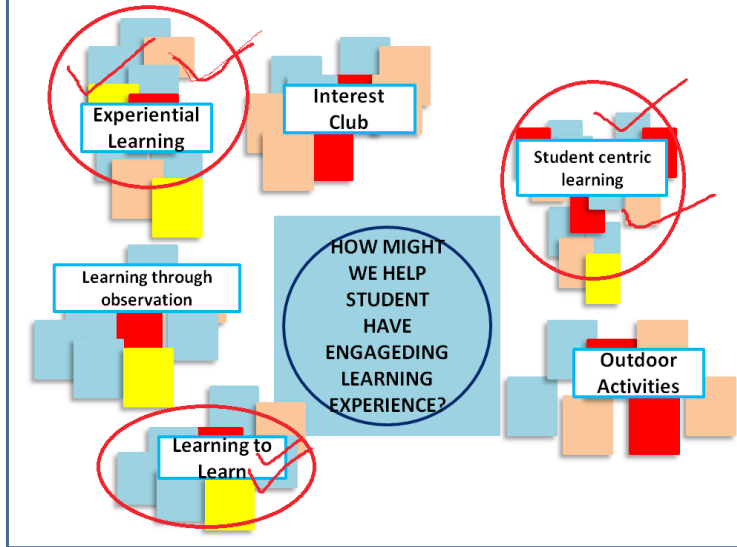
### What is Concept or Big Idea?

A concept is a meaningful and seamless combination and/or integration of related ideas to for a concept (or big idea) that best addresses the target user's deep need(s).

The concept should clearly demonstrate and articulate the target user's deep need(s) and benefits that the target user desires from you to deliver.

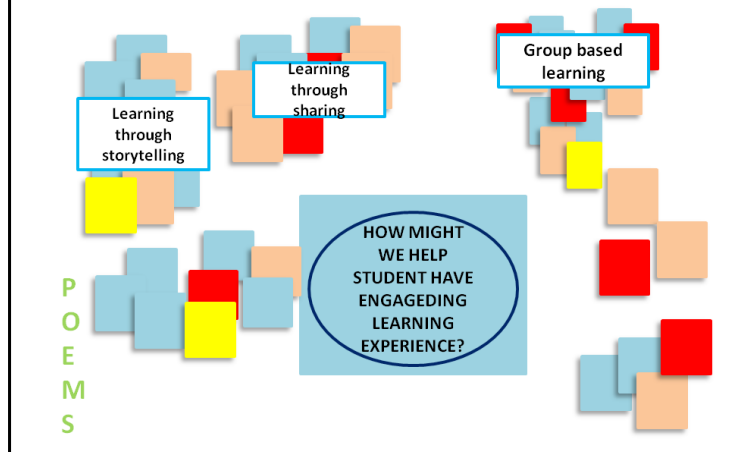
### 5. IDEA SELECTION & DEEPENING IDEAS

- Discuss and agree on a set of selection criteria.
- Select a few promising cluster of ideas based on the selection criteria.



### 6. CONCEPT DEVELOPMENT

- Synthesize and combine ideas to form concept (integration of ideas or elements to form a more holistic system or process).
- Look for relationships among the ideas and how they reinforce and strengthen each other in addressing user deep needs.
- You can use POEMS to brainstorm more ideas



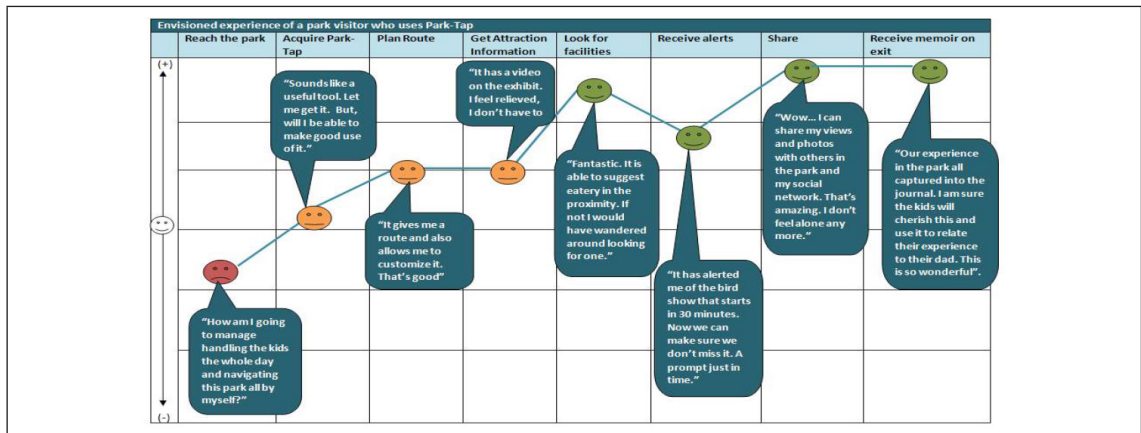




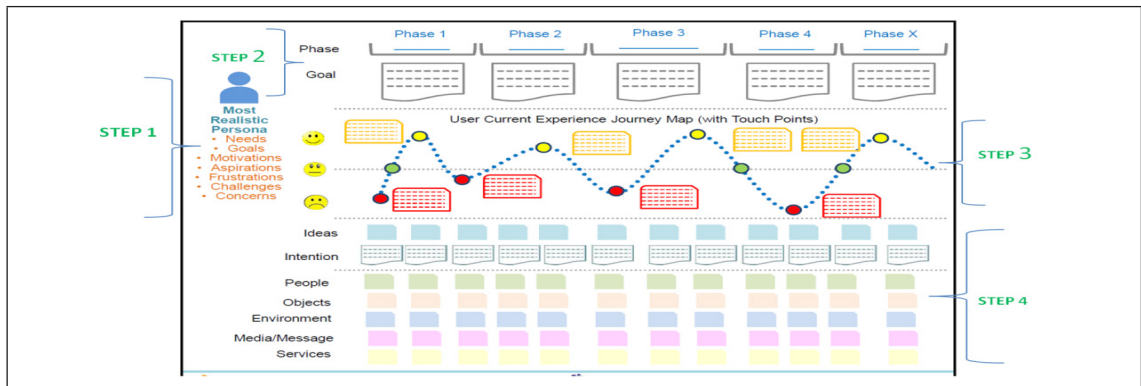
### How to Map User Experience Journey

User experience journey includes the entire process from how the user discovers the product, service, process to how he/she uses it to achieve a goal. It consists of phases/stages of the behavior and touch-points across time and space. The user journey is based on user insight, deep needs, behaviors and include interactions, emotions and experiences. User Experience Journey mapping can be done in four steps:

- Step 1**
  - Start with your most realistic persona. Review your persona and gain a deep understanding of the personas in terms of goals and objectives, aspirations and motivations, challenges and pain points, behaviours, and deep or unmet needs.
- Step 2**
  - Identify and plot the steps or phases of the user journey. In each phases think broadly about the context, progression, objects, emotions.
- Step 3**
  - Unfold your related ideas (from your Big Idea) into the User Experience Journey. Identify key-touch points and/or gaps in the journey where you can integrate selected ideas to address their needs, enhance their gains and/or relieve their pains. Repeat this steps a few times.
- Step 4**
  - Deepen your ideas with POEMS framework to enrich the ideal User Experience Journey. Review each ideas being integrated into the User Journey. Envision how this idea will look like when implemented. Use POEMS framework to think through the implementation details.



Sample User Journey till step 2. Under each emotion symbol, you can give narratives to describe behaviour and emotion of the persona in this journey.



Complete User Experience Journey



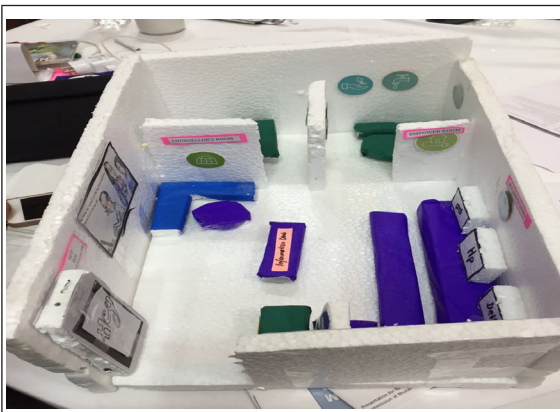
## PROTOTYPING



Prototyping is an approach that makes ideas and concepts more tangible and visual as compared to written ideas. It helps us to empathize with the user in terms of the viability of the solution and further minimizes the risk of failure at large scale.

### How to carry out Prototyping?

<b>Step 1</b>	<ul style="list-style-type: none"><li>Review the ideal user experience journey.</li></ul>
<b>Step 2</b>	<ul style="list-style-type: none"><li>As a team, decide what are the key elements from the ideal user experience journey that you need to test with real users to get their feedback and ideas on.</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>For each of the selected key elements, determine what appropriate prototype to build. For example, if you want to test user interactions, consider putting on a skit with your team. If you are testing a logo, print it out and stick it on a t-shirt to seek feedback.</li></ul>
<b>Step 4</b>	<ul style="list-style-type: none"><li>Keep working and improving on the prototypes with the feedback. Make it, break it, and fix it.</li></ul>



HEY! Lounge for youth seeking employment (MOLHR)



Prototyping BIG Ideas



# PHASE IV

# engage

Storytelling



Co-Creation





## PHASE IV ENGAGE



After your solution concept and prototypes are ready, share your ideas with the users. Give user the walkthrough experience using ideal user experience journey. Feedback and comments from the user are taken with open mind and is being reviewed to come to a common understanding about which idea works and which does not work for the user and why? Finally refinement of the solution ideas is done.

### Purpose

- Ensure prototype solution matches the need of targeted users.
- Generate ideas that you may not have thought of. and weed out misfit ideas
- Identify blind-spots in our ideas.
- To fail early and cheaply.



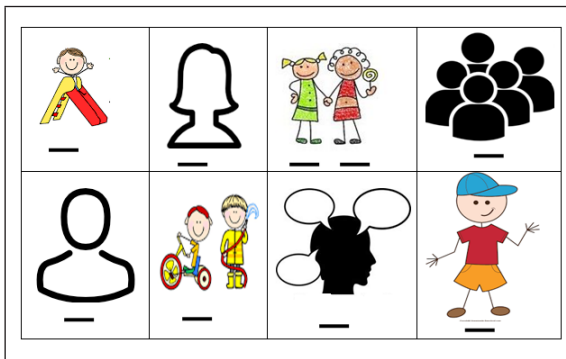
## METHODS & TOOLS



**Story Telling:** Giving voice to your persona's story



**Co-Creation with Users:** Sharing your solution ideas to the user using various methods/tools and then integrating the feedbacks and comments into the solution idea that will better meet the user's need.



**Storyboarding:** Visually describes series of activities of the solution idea. Each team member draws the touch-point of your idea.

# STORYTELLING




Storytelling is the most powerful way to put your ideas into the world today. Storytelling is basically giving voice to your persona’s story which you have developed in the experiment phase (ideal user experience journey).

### Storytelling can be done using:

- Storyboard: visual illustration of your idea
- Prototypes: developing and testing ideas at early stage before large scale implementation.
- Role Play: to act out the experience to give better understanding of your idea.

### Persona Name: Drifting Dorji



**Age:** 45 plus **Gender:** Male  
**Education:** Masters  
**Career:** Teaching  
**Hobbies/Interests:** likes to be with people and help

**Motivations**

- Past students showing their appreciation for my teaching
- Being recognized by the students and the institute
- Clear and compelling purpose drives me to collaborate and develop.

**Goals**

- Contribute towards students growth and development

**Pain points**

- Frustration with the perceived lack of leadership
- Frustration from lack of a clear and compelling purpose for RIM

**Behaviours**

- Teaching motivation: Not motivated to Highly motivated
- Students appreciation: Low importance to High importance
- Clarity of RIM purpose: Not clear to Very clear
- Sense of community: No sense of belonging to High sense of belonging
- Professional growth and development: Not important to Highly important
- Importance of direction: Not important to Highly important

**Persona Story**  
 Drifting Dorji is a lecturer at the Royal Institute of Management, and has more than 15 years of teaching experience. He is more than 45 years old and married with two kids. He holds a masters degree from a well recognized university from overseas. He likes to keep himself engaged with various sports activities.

### The Green Carnival

**Persona:** Realist Rena

**Pre-Green Carnival Event:** Little knowledge & think Recycling is a chore, Unaware of Green Carnival (Recycling Event)

**During Carnival Event:** Received Notification (Print & Online), Motivated by Family-Oriented Green Carnival

**Post Event:** Participated in Green Carnival with family, Rewarded for Recycling Items

**On-line Green Guide, Green Guide Pamphlet, E-Invite & Poster Ad on Event, Personal Invite by Green Gurus, Incentives for Family Participation, Green Mobile Collection, Games, Gifts & Fun-Fare, Deliver Rewards to Family**

**People:** [Icons representing people]

**Objects:** [Icons representing objects]

**Environment:** [Icons representing environment]

**Media/Message/Services:** [Icons representing media, message, services]

Persona

Ideal User Experience Journey

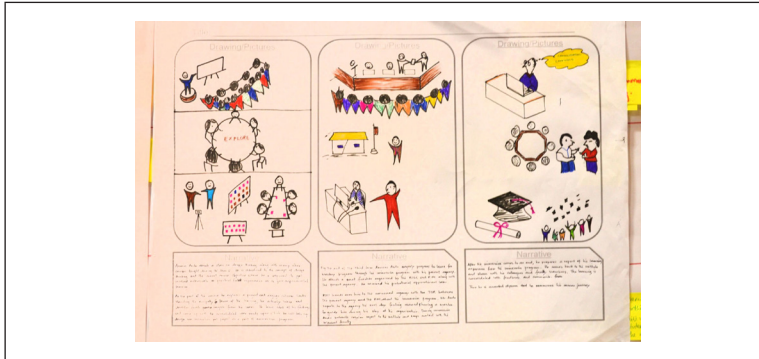


Prototypes

You have your persona, Ideal User Experience Journey and prototypes. Now make your solution concept more visual by storyboarding

## STORYBOARDING

Storyboarding is a visual illustration of your idea for the easy and effective communication with the users. Storyboard will include your persona, need statement, solution illustrations, and impact or end result of the solution concept.

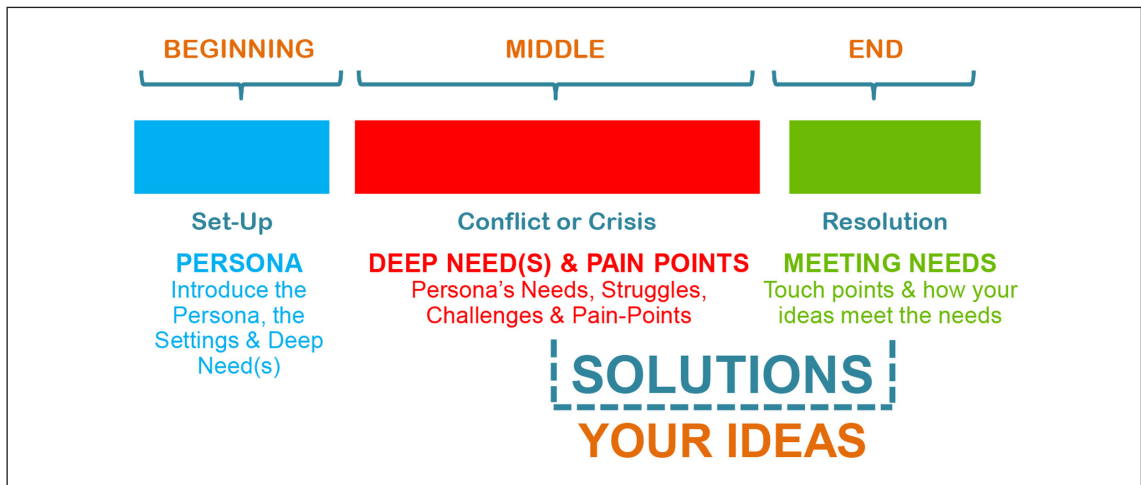


Storyboard: Visual Story

### Purpose

- To graphically describe user’s activities, your design idea and communicate the idea more effectively to the users.
- To create story narratives

### Storyboarding your Persona’s Story



BEGINNING	MIDDLE		END
The Persona	The Setting	The Problems	The Resolutions

Brainstorm how you intend to illustrate your persona’s story in a coherent manner including the narratives into the storyboard canvas [Annexture] and then start drawing.



## CO-CREATION



Co-creation involves engaging the target users early in the development process of your solution ideas in order to enhance and refine the ideas. By eliciting user’s feedback and suggestions, you can better understand user needs and desires, and refine and improve solution ideas.

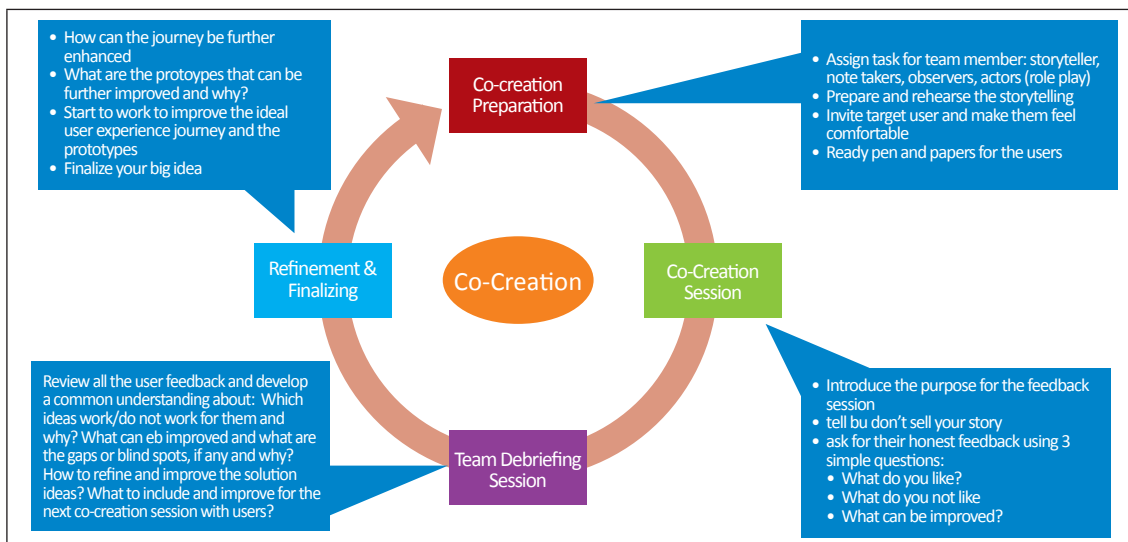
### Purpose:

- Early feedback on proposed ideas and solutions;
- To better user-generation ideas and contents;
- Idea improvements;
- New creative possibilities;
- Better user acceptance and buy-in;
- Early user communication

### Co-Creation with target users can be done using:

- Storyboard
- Role play
- Prototype

Steps involved in Co-creation session is show in the diagram below:





# PHASE V

# evolve

Strategic  
Requirements



Evolved Activity  
Systems



Change  
Management



Quick Wins





## PHASE V: EVOLVE

This phase involves developing smart Strategies & Implementation Plan that will deliver/achieve the Big Idea/solution deduced from earlier phases. This is the time to strategize and advance from Ideas to Reality.

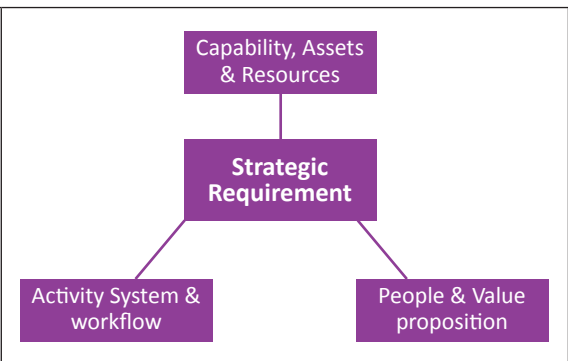
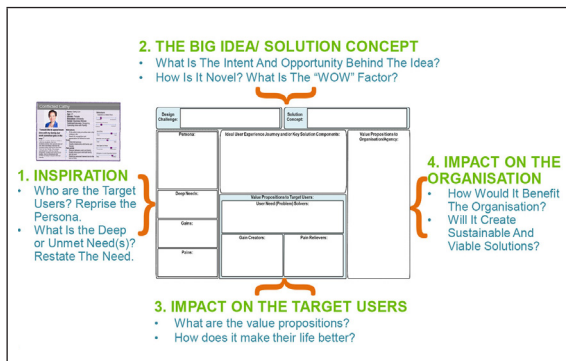
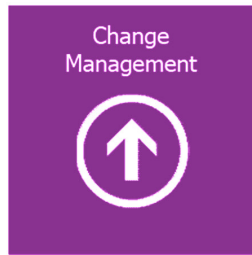
### Purpose

It's all about renewing your activities & strategies; here you will test some of your ideas to learn what resources are needed and how best to implement in a way that meet user needs.

- To pilot test selected user-inspired ideas to learn what works and what doesn't
- To determine the needed resources & capabilities to implement these ideas.
- To evolve the current activity system & processes to support implementation.



## METHODS & TOOLS

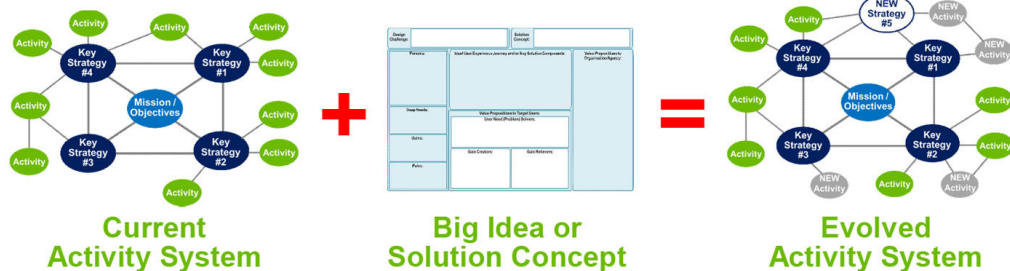


**Concept Synthesis**  
Determining the Big Idea/Solution from user needs & stakeholder value propositions

**Strategic Requirements**  
Advancing from Ideas to Reality by assessing Organizations' Capability; Activities & People

## INTEGRATE AND EVOLVE THE ACTIVITY SYSTEM

- Integrate:** How does your big idea or solution concept **INTEGRATE** into the organisation's current Activity System?
- Evolve or Change:** Does this new concept create any **TENSIONS** that must be resolved?

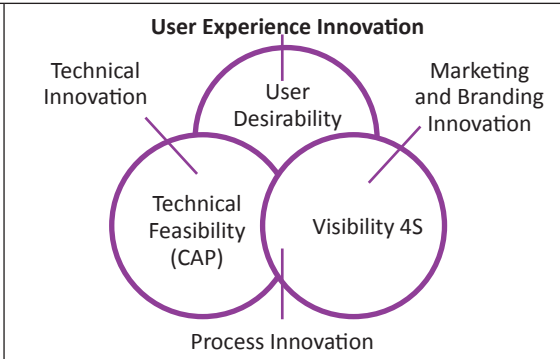


**Activity System Integration**  
Leveraging/Evolving/Refining the current system and process to work smarter and not harder

- Current Activity System → Solution concept → Evolved Activity System
- Evolving the process for Delivery



**Viability Analysis (Impact Evaluation)**  
Impact assessment Using 4S



**Innovation Tool**  
Testing solutions using user needs, CAP & 4S



**Change Management (REVIEW)**  
Using Reasons for change; Engage staff; Visualize change; Initiate implementation; Empower people for change & Quick Winsw

**STEPS IN CHANGE MANAGEMENT:**  
6# Create Quick Wins

- Nothing motivates more than success.
- Give your organisation a taste of success early in the change process.
- You want to have some "quick wins" that your staff can see.
- Look for sure-win projects that you can implement without help from any strong critics of the change.
- Create short-term targets – you want each smaller target to be achievable, with little room for failure.
- Showcase the successes once you have successfully completed these mini quick win projects to garner support.

**Quick Wins**  
Think Big; Start Small & Scale Fast



**Action Planning to Advance Design Challenge Project**

## Processes

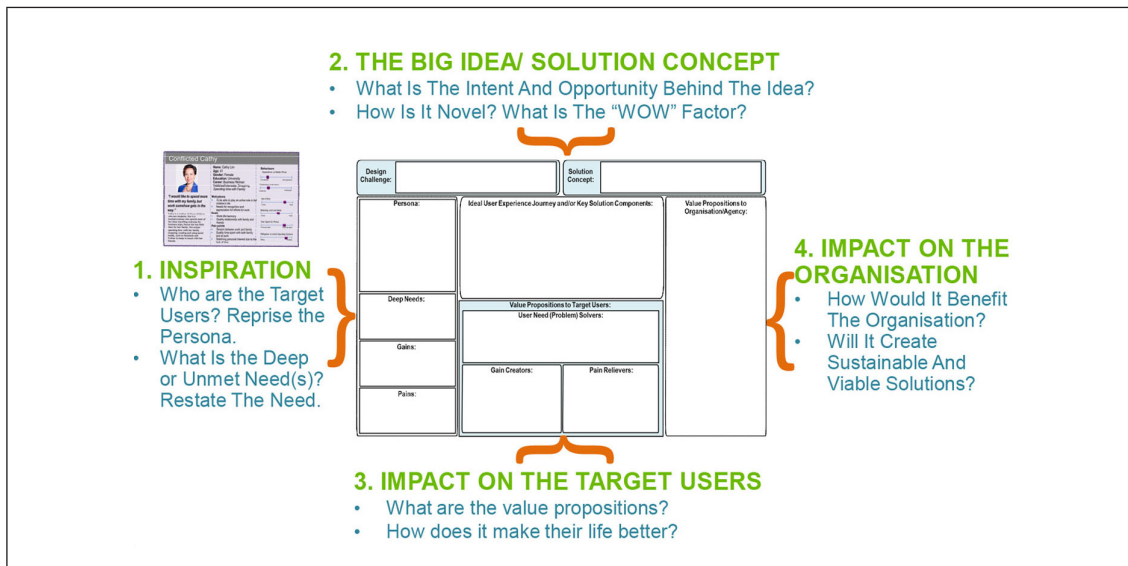
1. Recap on all the four phases
2. Synthesize the solution by reprising persona and its deep user needs; pains & gains and Value propositions
  - a. Idea Refinement from the project learnings.
3. Evolving phase
  - a. Integrate the New Solution by Evolving the Organization Activity System
  - b. Determining strategic requirements.
  - c. Identify and Design the Steps and Workflow to Delivering the Solution
  - d. Evolved Activity system and workflow integration.
  - e. Impact assessment of the Big Idea and Solution components.
4. Change Management (managing peoples' side of the change)
  - a. Identify and implement quick wins.
  - b. Action/implementation plan.
  - c. Tell a compelling story of the user needs and the solution.



## CONCEPT SYNTHESIS

Concept synthesis is the process of consolidating your learning (deep user needs, unmet needs and solution concept) and studying and defining the impact (value proposition in terms of function, Social, Emotional) it may have on the users and organization. Concept synthesis can be done using “11 box” tool which highlights.

Concept Synthesis is a “11 box tool” which highlights “User Centric, step by step Solution Concept” with the “Value Propositions for both parties” to the “current problem” at a glance. The following steps guide to synthesize the concept:



### How to use?

<b>Step 1</b>	<ul style="list-style-type: none"> <li>• Understand your main Users (represented by the Persona), so outline the Deep Needs; Gains and Pains in each of the boxes at the left.</li> </ul>
<b>Step 2</b>	<ul style="list-style-type: none"> <li>• In the top two boxes, the Challenge and the Solution Concept/idea needs to be outlined based on the opportunities it provides (the Novelty and “WOW” factor it has).</li> </ul>
<b>Step 3</b>	<ul style="list-style-type: none"> <li>• Next set of boxes should highlight the Key Solution Components (from where the solutions were derived) and the Ideal User Experience Journey.</li> </ul>
<b>Step 4</b>	<ul style="list-style-type: none"> <li>• Further, three boxes below should provide the (1) Value proposition for the User; (2) Gain Creators and (3) Pain Relievers (How it makes User’s life better).</li> </ul>
<b>Step 5</b>	<ul style="list-style-type: none"> <li>• On the Right hand side the last box should contain the Value proposition for the Organization (Will it create sustainable and viable solutions?).</li> </ul>

## STRATEGIC REQUIREMENTS (ADVANCING FROM IDEAS TO REALITY)



### Purpose

Tool which helps to analyze how feasible the Solution is based on following three critical factors that affect what an organization can and cannot do:

- Capabilities and Assets/Resources
- Activity Systems and Workflow (Processes)
- People & Values

### When to use?

This should follow only after concept synthesis after determining the “Big Idea/Solution” and the different key solution components which helps to deliver or make up the Big Idea/Solution.

### How to use?

<b>Step 1</b>	<ul style="list-style-type: none"><li>• There is a need to list down all the ideas and solutions from the concept synthesis.</li></ul>
<b>Step 2</b>	<ul style="list-style-type: none"><li>• For each key solution component what are the capabilities and resources required to deliver.</li></ul>
<b>Step 3</b>	<ul style="list-style-type: none"><li>• Then assess the existing capabilities and resources and the “GAP”.</li></ul>
<b>Step 4</b>	<ul style="list-style-type: none"><li>• After the assessment of the GAP, what is the additional capability that is required to be developed and devise Strategies.</li></ul>
<b>Step 5</b>	<ul style="list-style-type: none"><li>• Assess the cost to develop the additional capability.</li></ul>
<b>Step 6</b>	<ul style="list-style-type: none"><li>• What are the external sources of expertise (potential partnership)?</li></ul>

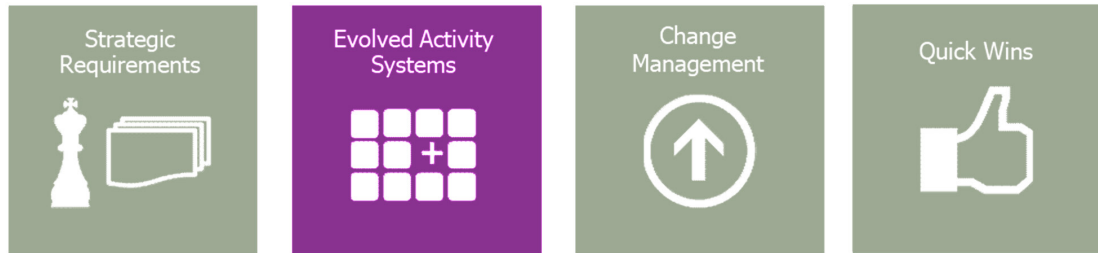
Since template are available at the back of the guide book, why not we put the sample (filled ones). Not only in this phase but in all the phases.(we delete all the empty templates)

## EXAMPLE: STRATEGIC REQUIREMENT

Strategic Requirements	<b>The Big Idea or Idea Concept</b> <small>(Solution to be delivered)</small> The big idea is to empower the student to discover himself; strengths, weaknesses.; potentials and interest in the context of the society and culture in order to develop self-regulation skills to become a responsible and productive member of the society.		
Key Solution Components of the Big Idea	Authentic Learning Program	Student Support Program	Community Partnership
Capabilities Required to Deliver this Solution Component	<ul style="list-style-type: none"> <li>• Instructional Material Development</li> <li>• Online I.M. Development</li> <li>• Authentic Performance Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Emphatic Skills</li> <li>• Pool of Teachers/Counselors</li> <li>• Registered Guidance Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• Extension Workers</li> <li>• Communication Skills</li> <li>• Program/Project Proposal Developer</li> </ul>
Current Institutional Assets & Capabilities to be Leveraged	<ul style="list-style-type: none"> <li>• Printing Solutions/Equipment</li> <li>• IT Software/Hardware</li> <li>• Standardized Testing Instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance Centers</li> <li>• Training Facilities (e.g. wifi)</li> <li>• Student Center/Kiosks</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty &amp; Staff Extensionist</li> <li>• Local Government Unit (LGU) Partners</li> </ul>
Development Strategy to Develop this Capability (if needed)	<ul style="list-style-type: none"> <li>• IMD Skills Training</li> <li>• IT Skills Training</li> <li>• Authentic Assessment Tools</li> <li>• Product Development Skills Training</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring Training</li> <li>• Training of Trainers (TOT)</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Community Based Programs</li> <li>• In-house review</li> </ul>
Requirements and cost to Develop (High/Med/Low)	<ul style="list-style-type: none"> <li>• Medium – Skills Training</li> <li>• High – Product Development</li> </ul>	<ul style="list-style-type: none"> <li>• Medium – Training</li> <li>• High – Infrastructure of Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Medium – Proposal</li> <li>• Medium – In-house review</li> </ul>
External Sources of Expertise (Potential Partnerships)	<ul style="list-style-type: none"> <li>• Partnership with Industries</li> <li>• External Linkages</li> </ul>	<ul style="list-style-type: none"> <li>• External Funds</li> </ul>	<ul style="list-style-type: none"> <li>• External Funds</li> </ul>

## ACTIVITY SYSTEM INTEGRATION

*(Leveraging/Evolving/Refining the current system and process to work smarter and not harder)*



### Purpose

This tool shall help to implement the “Solution Concept” by integrating the solution components and the corresponding activities into the organization’s current activity system and workflow. This shall help to leverage, evolve and refine the existing activity systems and processes in working smarter.

### How to use?

Step 1	<ul style="list-style-type: none"><li>• Use the activity system developed in the explore phase to study the current activity.</li></ul>
Step 2	<ul style="list-style-type: none"><li>• Then based on the Big Idea/Solution concept, assess whether the Mission and Objectives need to be changed or not.</li></ul>
Step 3	<ul style="list-style-type: none"><li>• Then accordingly, assess which Key Strategies need to be changed.</li></ul>
Step 4	<ul style="list-style-type: none"><li>• This will then be followed by changes in processes using the tool to evolve the delivery processes.</li></ul>
Step 5	<ul style="list-style-type: none"><li>• In order to better deliver the solution to the users, different end to end processes (integral to the organizations) need to be streamlined. Processes can be workflow, business rules, patterns of interaction, coordination and approval procedures).</li></ul>
Step 6	<ul style="list-style-type: none"><li>• Specify one key solution component.</li></ul>
Step 7	<ul style="list-style-type: none"><li>• Then list down all the end to end processes needed to implement the above solution.</li></ul>
Step 8	<ul style="list-style-type: none"><li>• Assess the current process and determine gaps.</li></ul>
Step 9	<ul style="list-style-type: none"><li>• Incorporate in the activity systems if changes are required.</li></ul>
Step 10	<ul style="list-style-type: none"><li>• Assess what are the possible tensions arising from the change and needs to be resolved.</li></ul>

EXAMPLE: EVOLVING THE PROCESS FOR DELIVERY  
 BIG IDEA: **STUDENT-DRIVEN REAL-WORLD LEARNING**

Key Solution Component	Workflow / Process Needed to Implement the Solution					
<b>Component 1</b> Real World Student Project	<b>One Month Before Term</b> Prepare Company List	<b>One Month Before Term</b> Prepare Project Brief	<b>Two Weeks Before Term</b> Print & Upload Materials online	<b>First Lesson</b> Team Design & Project Selection	<b>1-Month Later</b> Conduct Interim Student Feedback	<b>Throughout School Term</b> Guide & Monitor Student Learning
	Research on list of top companies which students can select. Categorise the companies by industries, market segments & prepare company briefs.	Prepare project brief such as learning objectives, selection criteria, project time-line, assessment criteria, reports and presentation requirements	Proof-read all project materials, assessment criteria, instructions, schedule, deadlines & company listing before printing & uploading online.	Conduct team-building exercise and allow students to form their own project team. Brief students on project assignment & allow them to select.	Conduct an interim student dialogue to elicit feedback, suggestions and co-create the project assignment. Address any concerns & issues raised	Provide project supervision, guidance and feedback to students on their project work and key learnings. Map against the intended learning outcomes
(Input Your Solution Component #2)						

**VIABILITY ANALYSIS (IMPACT EVALUATION)**

**Purpose**

Assessment of viability of the proposed solution is important and it is evaluated from the impact it creates on different stakeholders; potential to scale it up and how sustainable it is.

**When to use?**

As per logical sequencing the viability study is towards the end of all process before embarking on to the process of getting buy ins (change management) for different stakeholders.

**How to use?**

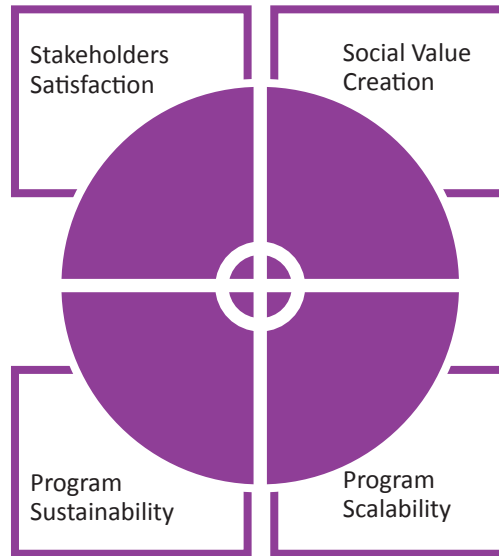
Impact assessment is carried out through the 4S tool, which should identify key indicators to indicate the following four:

## Examples of Indicators:

- Awareness Level
- Happiness Rating
- User Experience
- Quality Rating
- Utilisation Rate

## Examples of Indicators:

- Institutional Support
- Funding Stability
- Organizational Capacity
- Program Adaptation
- Joint-Operation Partnership
- Systems & Process



## Examples of Indicators:

- Trust/Confidence Level
- Improvement in Quality of Life
- Effective Reach of Policy/Programme
- Closer Community Engagement

## Examples of Indicators:

- Load scalability – increase service
- Functional Scalability – additional function
- Administrative Scalability – sharing administration
- Geographic Scalability – different location

## INNOVATION TOOL USING USER NEEDS, CAP, 4S

### Purpose

Innovation/transformation tool provides opportunity to understand design thinking at a glance outlining the following three key aspects:

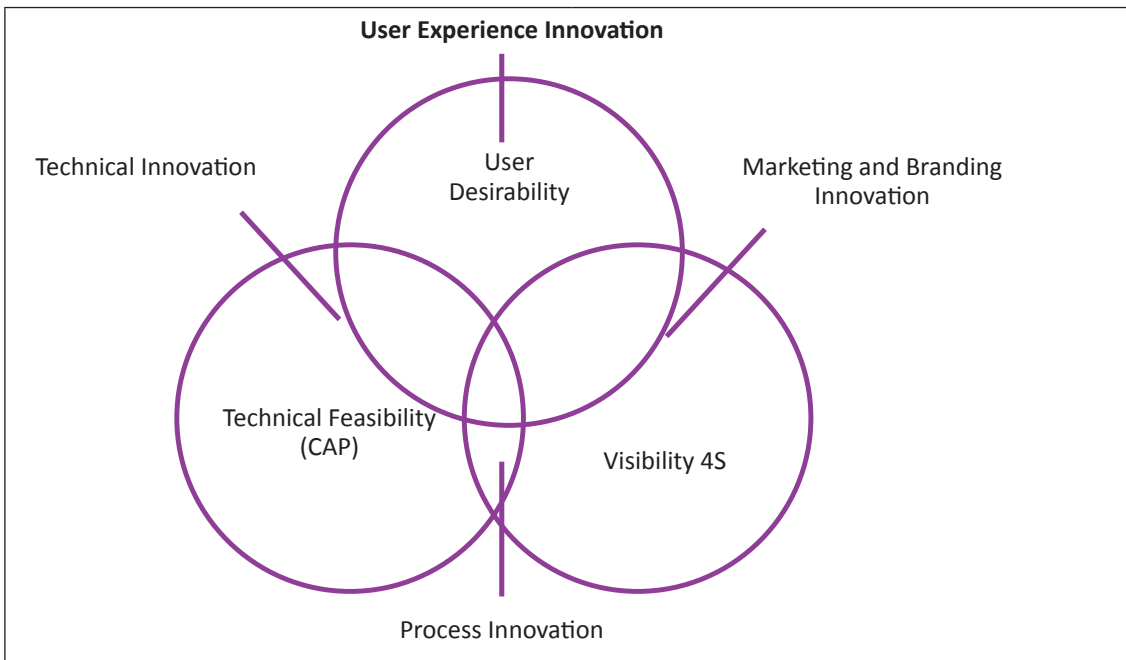
1. User desirability – basis for all unmet needs of an Organization – triggers technical, market/brand and User experience innovation.
2. Technical feasibility – assessment of current CAP and strategizing integration of solution – triggers process and technical innovation (R&D without involvement of users)
3. Viability – values created for stakeholders, social values, sustainability of the solution and scalability – triggers market/brand and process innovation

### When to use?

It is useful in gaining buy-in from all stakeholders after the solution is assessed and devised towards the end.

### How to use?

The tool consists of a Venn diagram, which requires outlining the three key aspects of design project and can be used to assess innovations and success/failure of the project.



### Process Innovation

Capability, assets & resources  
Activity systems & Workflow  
People/Culture/Change/Adoption Management

Stakeholder Satisfaction  
Social Value Creation  
Sustainability  
Scalability

## CHANGE MANAGEMENT TOOL USING REVIEW



### Purpose

For the new solution to be integrated in the system, some organizational shift (big or small) needs to take place. This requires Change Management skills and tools.

From many, REVIEW is one tool, which has people centric process, tools and techniques for managing people side of the change. It's a method for reducing and managing resistance to change in process, technology and organization.

### How to use?

Following steps (REVIEW) are critical in leading the change:

<b>R</b>	Reasons for Change
<b>E</b>	Engage staff on the change using MARS tool
<b>V</b>	Visualize the vision for Change
<b>I</b>	Initiate the Implementation Plan
<b>E</b>	Empower people for the change
<b>W</b>	Quick Wins to motivate people to change



## CHANGE MANAGEMENT PLAN FOR iACT

<b>Design Challenge:</b>	How Might We Help BLK Strengthen Positive Collaborative Relationship with Industry to Meet Industry's Need for Quality Employees	<b>Solution Concept:</b>	i-ACT (Industry Advisory Committee for Training for BLK) – provides a formalised platform that empowers industry to actively co-design & co-create quality BLK courses			
<b>What change are we making?</b>		<b>Why is this change important to the organisation?</b>				
The roles & responsibilities of the industry advisory committee which include being empowered to co-create and co-design programmes to ensure that they are current and relevant to meeting industry's needs for quality manpower.		<ul style="list-style-type: none"> <li>Strengthen collaboration between BLK and the industry.</li> <li>Enhance quality and relevance of BLK programmes in meeting Industry's manpower needs</li> <li>Improve BLK graduates' employability</li> </ul>				
<b>Which people and/or department will be affected by the change? How will they be affected (positive, negative, neutral)?</b>		<b>How can we help the people transition (i.e. accept and make the change)?</b>				
BLK management and secretariat will be most affected by this change. With iACT, BLK secretariat will take an active role in following up on the committee's recommendations. BLK management will need to work with iACT members to implement the recommended improvements.		<ul style="list-style-type: none"> <li>MOM's endorsement of BLK Secretariat new roles and responsibilities for iACT;</li> <li>Training for BLK management team on tripartite management skills</li> <li>Rewards and recognition for BLK management &amp; secretariat for the successful implementation of iACT</li> </ul>				
<b>What is our Change Management Plan?</b>	<b>Vision (Reasons) for Change</b>	<b>Staff Engagement</b>	<b>Communicate Vision for change</b>	<b>Implementation Plan</b>	<b>Empower People for the Change</b>	<b>Create Quick Wins</b>
	Strong collaboration & partnership between BLK & Industry leading to higher employability of BLK Graduates	Engage the BLK Management & Secretariat in identifying and selecting the Industry leaders for iACT.	MOM to identify and inform the BLK management early of this iACT initiative and invite BLK to participate.	Pilot test the iACT initiative in 1 BLK	Empower the BLK Management & Secretariat to plan the iACT agenda & implement the recommended improvements.	To set up iACT in one BLK where the recommended industry leaders are appointed as its committee members

## QUICK WINS



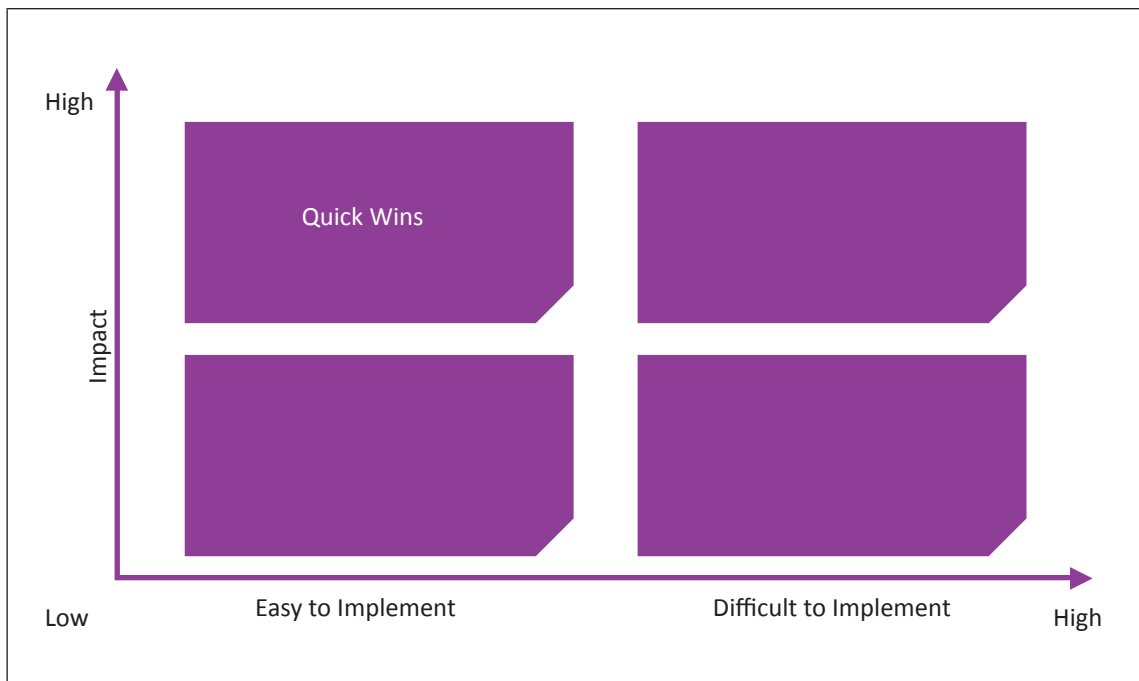
Quick wins are early small successes which are relatively cheap and easy; improvement is visible; with immediate benefit and can be implemented quickly. It helps secure organizational support and builds momentum to advance the Big Idea forward.

### When to use?

First few baby steps in jump starting the implementation of the Big Idea.

### Identifying and Selecting Quick Wins

- Review the solution components and key activities that lead to the Big Solution.
- Criteria for selecting impact should be based on Value creation; stakeholder satisfaction; sustainability and scalability.
- Plot this on the matrix below depending on the effort and resources required to implement and what kind of impact it has.
- Select at least 2 – 3 Quick Wins and identify success indicators; who will lead and the time frame.



### Planning and Implementing Quick Wins

Once Quick Wins have been identified and agreed to, plan, schedule and acquire the necessary resources to develop and implement them. Planning and implementing Quick Wins include:

<b>Step 1</b>	<ul style="list-style-type: none"> <li>Develop, document and get agreement on Quick Wins</li> </ul>
<b>Step 2</b>	<ul style="list-style-type: none"> <li>Clearly define success indicators of Quick Win and how it can be measured</li> </ul>
<b>Step 3</b>	<ul style="list-style-type: none"> <li>Identify and assign people who will lead the implementation</li> </ul>
<b>Step 4</b>	<ul style="list-style-type: none"> <li>Define time-line and key milestones of Quick Win implementation</li> </ul>
<b>Step 5</b>	<ul style="list-style-type: none"> <li>Set status update timetable</li> </ul>
<b>Step 6</b>	<ul style="list-style-type: none"> <li>Communicate results of Quick Win</li> </ul>

<b>QUICK WIN #1: (Setting up of iACT)</b>	
What is this Quick Win (1) about?	<ul style="list-style-type: none"> <li>Programme &amp; recommendation of i ACT</li> <li>Set up the Secretariat for i- ACT</li> <li>List of recommended Industry Leaders for iACT industry committee members</li> </ul>
What are the success indicator(s)? How would it (these) be measured?	<b>The recommended industry leaders are appointed as i- ACT committee members for BLK training.</b>
What are the resources and/or staff trainings needed?	<ul style="list-style-type: none"> <li>Staff to operate the secretariat</li> <li>Operating budget</li> <li>Office and equipment</li> </ul>
Who will lead this Quick Win implementation?	<b>Head of BLK Lembang</b> 1. Mr. Nana 2. Mr. Edi
What are the key steps needed to implement this Quick Win? What is the time-line till completion?	<b>Set up i- ACT secretariat appointment letters from MOM</b>
When will be the status or progress update?	(1-2 week) identify staff office budget for i- ACT, (3 WEEK) approved i- ACT staff office & budget, (4 week) launching i- ACT secretariat, (5-6 week) identify for i- ACT member, (6-7 week) selection of i- ACT member & approved from mom, (7-8 week) meeting of i- ACT member working ....one year, (8-9 week) meeting on teaching & learning material of BLK, 9-10 WEEK) drafting recommendation of mom, (11-12 week) reporting to mom & member of to i- ACT
When will this be completed?	<b>3 month</b>
How would the Success be communicated?	<b>DIRECTOR OF GENERAL TRAINING &amp; PRODUCTIVITY, SECRETARIAT DIRECTORATE GENERAL OF TRAINING &amp; PRODUCTIVITY ( MR. Kunjung)</b>

## ACTION PLANNING TO ADVANCE DESIGN CHALLENGE PROJECT

### Purpose

This is the action planning stage to distill, adapt and integrate to revise the implementation action plan for selected solutions and quick wins.

### When to use?

This is the second last lap of the entire design project before seeking buying in from the stakeholders.

### How to use?

#### Step 1

- As a team discuss and plan how your team intends to bring your project forward into pilot testing and implementing some of your ideas.

#### Step 2

- Your plan should clearly detail the what-why-who-how-and when in taking your project forward using the below template.



# ART OF STORY TELLING

This is the final stage of the design project to tell a compelling story of transformation to persuade audience to Think Different with assessed user needs; solutions; plans for integrating solutions in the activity system and the way forward.

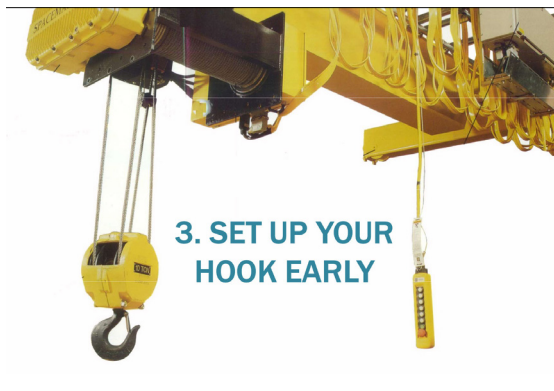
**How to plan to tell a compelling story?**



a. Begin with the Wall



b. Know your Audience



c. Set up your hook Early



d. Have a compelling plot



	Overcoming the Monster	Rags to Riches	The Quest	Voyage & Return	Comedy	Tragedy	Rebirth
	 David Nicholas Nickleby Seven Samurai Star Wars	 Cinderella Aladdin Great Expectations David Copperfield	 The Odyssey Pilgrims Progress King Solomon Mines Waterbury Duck	 Alice in Wonderland The Time Machine Peter Rabbit The Wind Man	 Amphitruos Middelmarch War and Peace Oliver Twist	 Macbeth Romeo & Juliet Julia et Les Enfants Julius Caesar	 Sleeping Beauty The Frog Prince A Christmas Carol The Secret Garden
<b>The Call</b>	Anticipation Stage	Initial Wretchedness & Escape	Oppressed in the City of Destruction	Put into the Other World	Under the Shadow of confusion	Onset or Sublimation	Under the Shadow
<b>The Challenge</b>	Dream Stage	Out into the World	Monsters/Temptation The Deadly Opposites	Dream Stage	Under the Shadow of confusion	Dream Stage	The Threat Recedes
<b>Conflict</b>	Frustration Stage	The Central Crisis	Arrival and Frustration	Frustration Stage	Tightening the Knot	Frustration Stage	The Threat Returns
<b>Growth</b>	Nightmare Stage	Independence	The Final Ordeals	Nightmare Stage	Nightmare Stage	Nightmare Stage	The Dark Power Triumphs
<b>Solution</b>	Miraculous Escape	Final Ordeals, Completion and Fulfillment	Kingdom, Other Hill or their own	Thrilling Escape and Return	Resolution	Destruction or Death Wish Stage	Miraculous Redemption

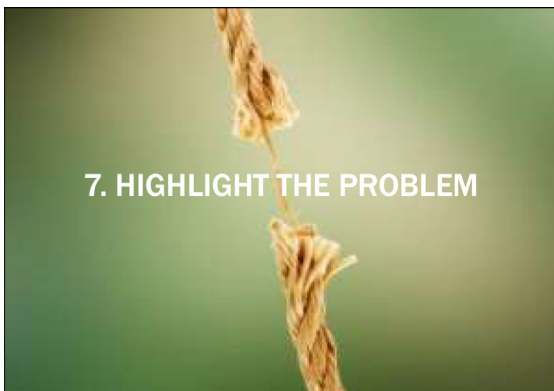
**5. HAVE A CLEAR THEME**

e. Have a clear theme



**6. REMOVE THE CLUTTERS**

f. Remove the Clutter



**7. HIGHLIGHT THE PROBLEM**

g. Highlight the problem



**8. DEMONSTRATE A CLEAR CHANGE**

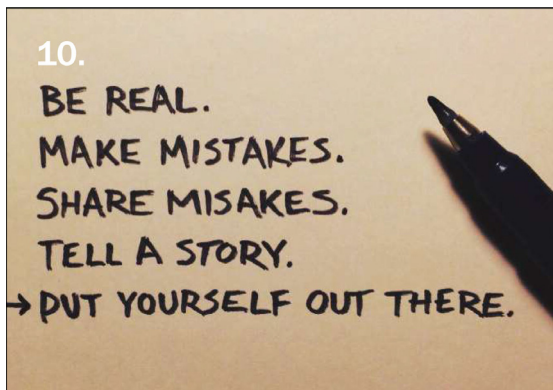
h. Demonstrate a clear change



“I want to see people turn and writhe (squirm); make them feel things they cannot see and sometimes do not know.”  
- Stage Performer and Singer Anna Held

**9. MAKE THEM FEEL**

i. Make them feel



**10.**  
**BE REAL.**  
**MAKE MISTAKES.**  
**SHARE MISAKES.**  
**TELL A STORY.**  
**→ PUT YOURSELF OUT THERE.**

j. Be Real

Practise, Practise, And More Practise





# TEMPLATES



# **EXPLORE PHASE**

# STEEP ANALYSIS

## SOCIAL & DEMOGRAPHICS

- .....
- .....
- .....
- .....
- .....

## TECHNOLOGY

- .....
- .....
- .....
- .....
- .....

## ECONOMY

- .....
- .....
- .....
- .....
- .....

## ENVIRONMENT & NATURE

- .....
- .....
- .....
- .....
- .....

## POLITICS & LEGAL

- .....
- .....
- .....
- .....
- .....

**YOUR DESIGN  
CHALLENGE  
ISSUE**

# STEEP ANALYSIS MATRIX

	<b>High Impact</b>	
<b>Uncertain to Occur</b>		<b>Likely to Occur</b>
		<b>Low Impact</b>

## STEEP ANALYSIS PRIORITIZATION

Discuss 2 key trends from the High Impact - Likely to Occur quadrant:

1.

2.

Discuss 2 trends from the High Impact - Uncertain to Occur quadrant

1.

2.

# STEEP ANALYSIS MATRIX

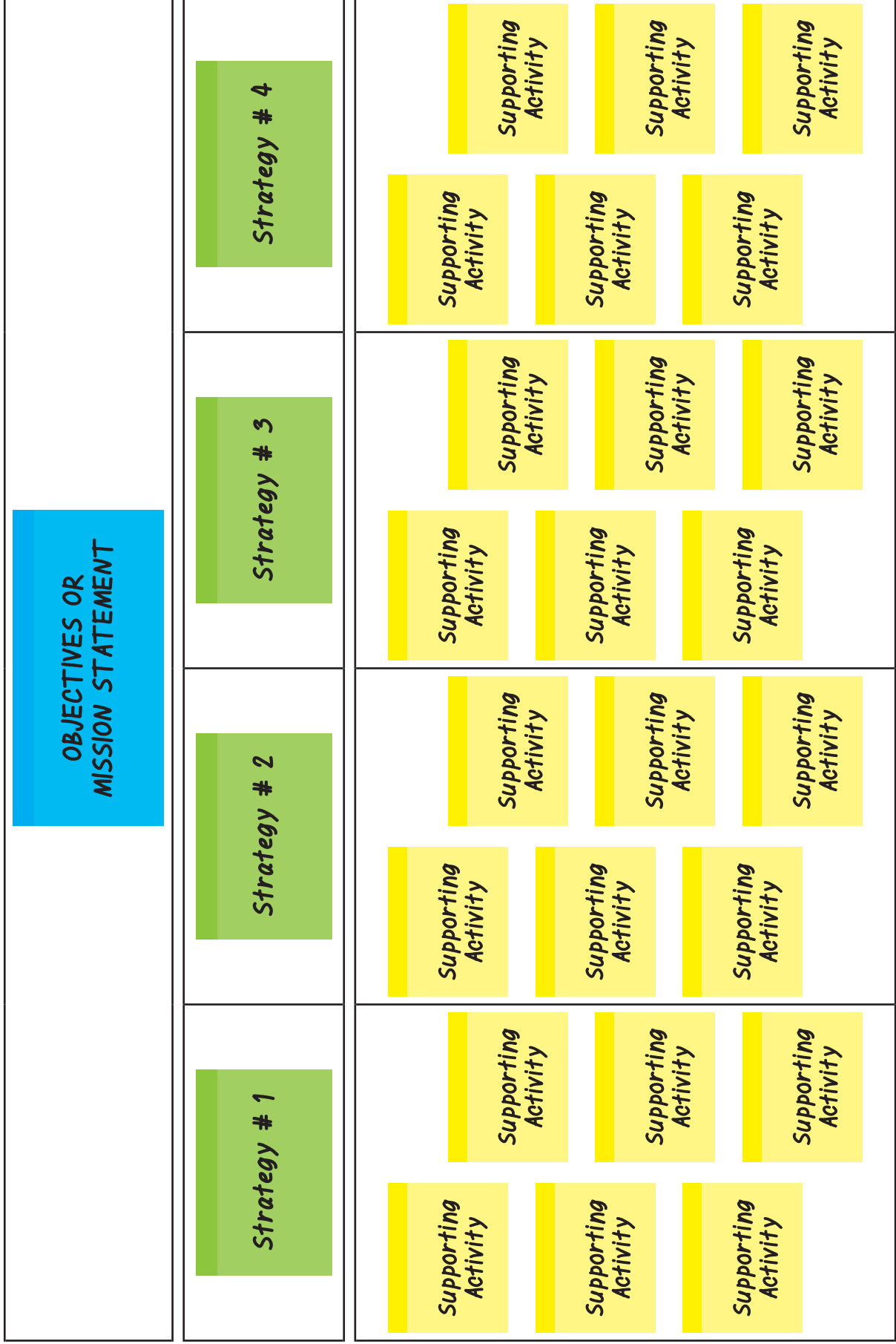
	<b>URGENT</b>	
<b>IMPORTANT</b>		
<b>LESS IMPORTANT</b>		<b>LESS URGENT</b>

## SYNTHESIS: MAKING SENSE OF STEEP ANALYSIS AND STRATEGIC PRIORITIES

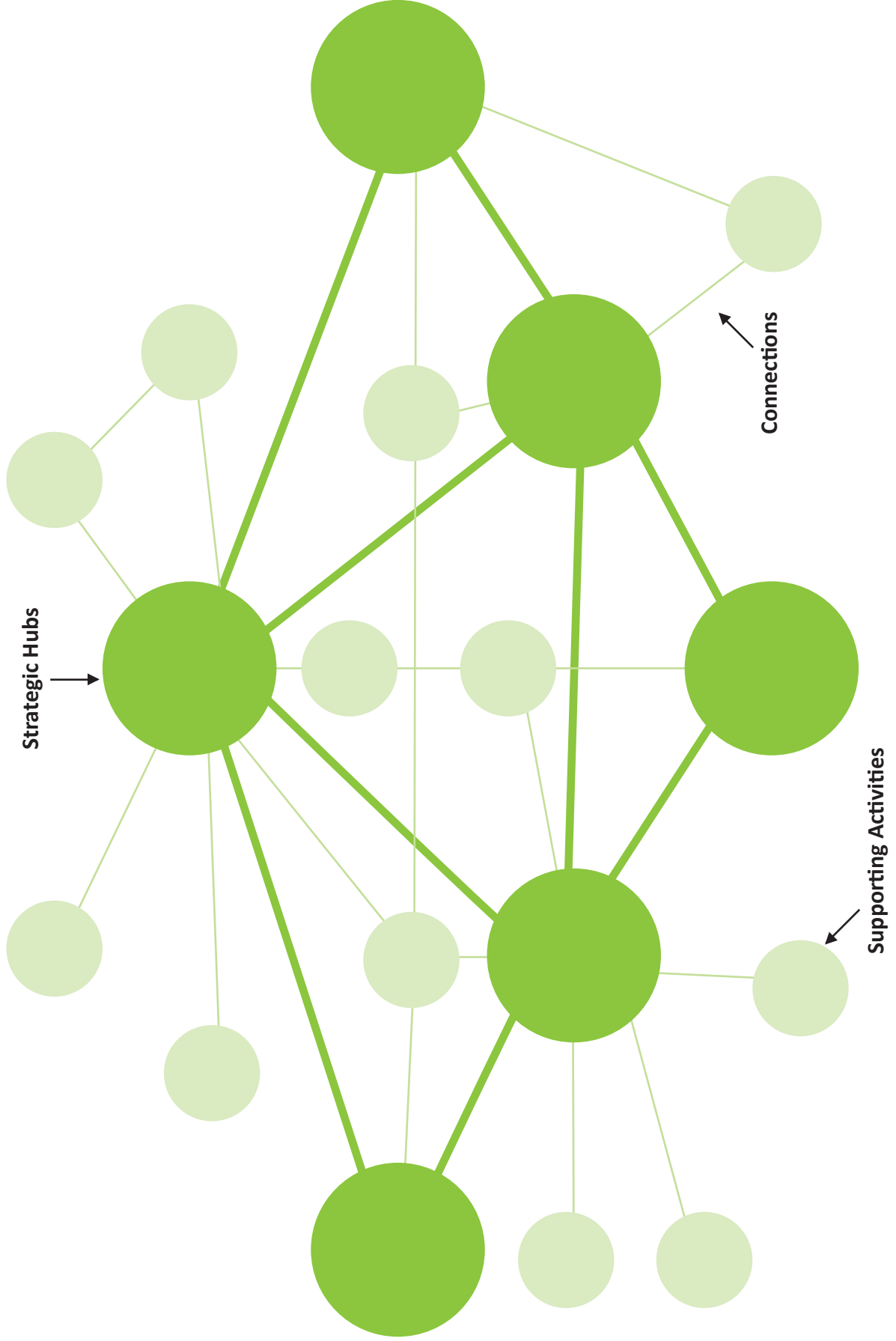
Assessment Questions	Synthesis: Sense Making
<p>What relationships among the trends do you perceive? How are they related? Why are these relationships important</p>	
<p>What opportunities and/or challenges need immediate attention going forward for your design challenge? And why?</p>	
<p>What would it take to create positive change on this issue relating to your design challenge?</p>	
<p>Who else would be interested in this issue? Why should they care? What conversations would you have with them?</p>	



# MAPPING ORGANIZATION ACTIVITY SYSTEM

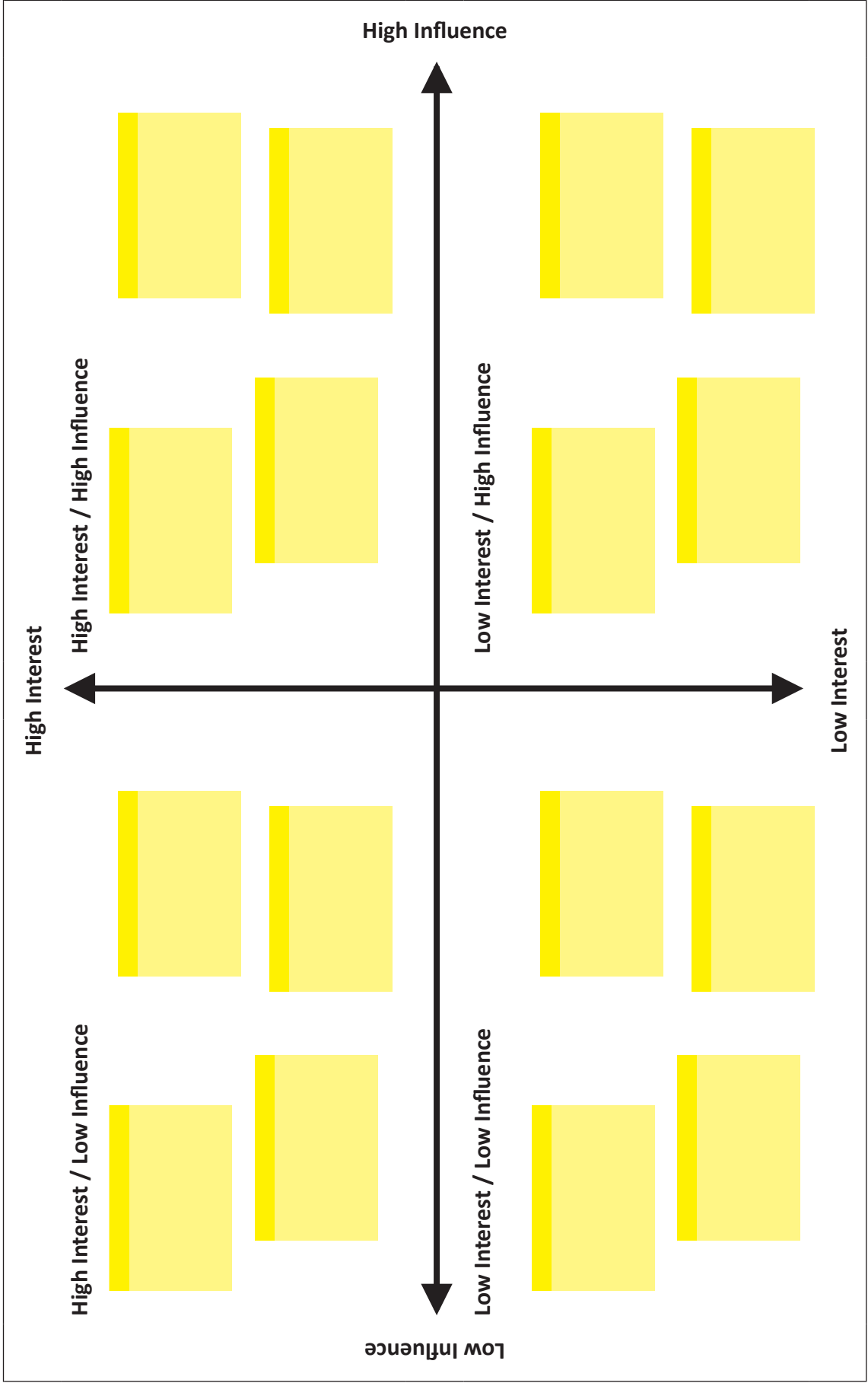


# KEY COMPONENTS OF ACIVITY SYSTEM



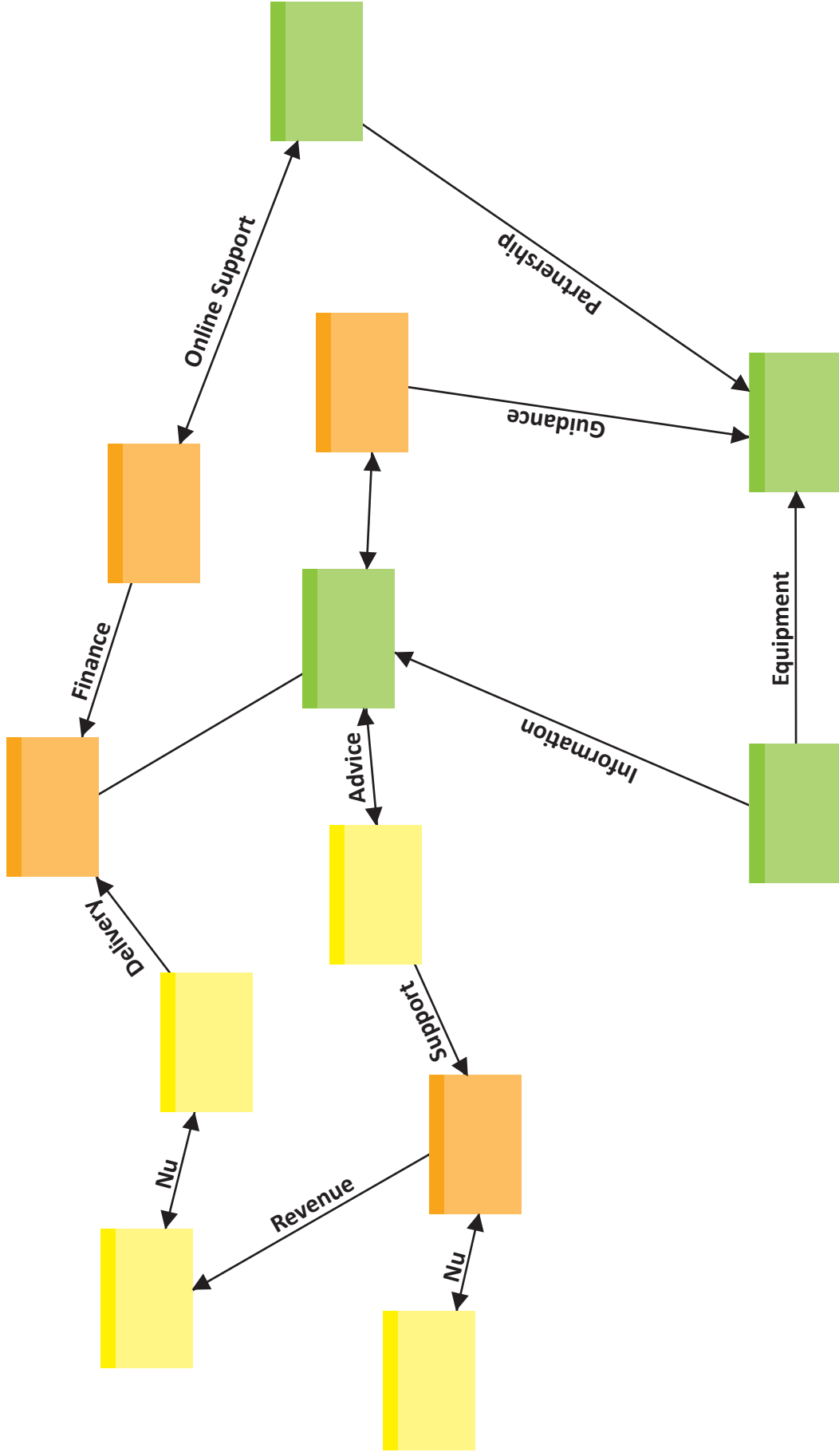
# STAKEHOLDER MAPPING MATRIX

(Identify your relevant key stakeholders)



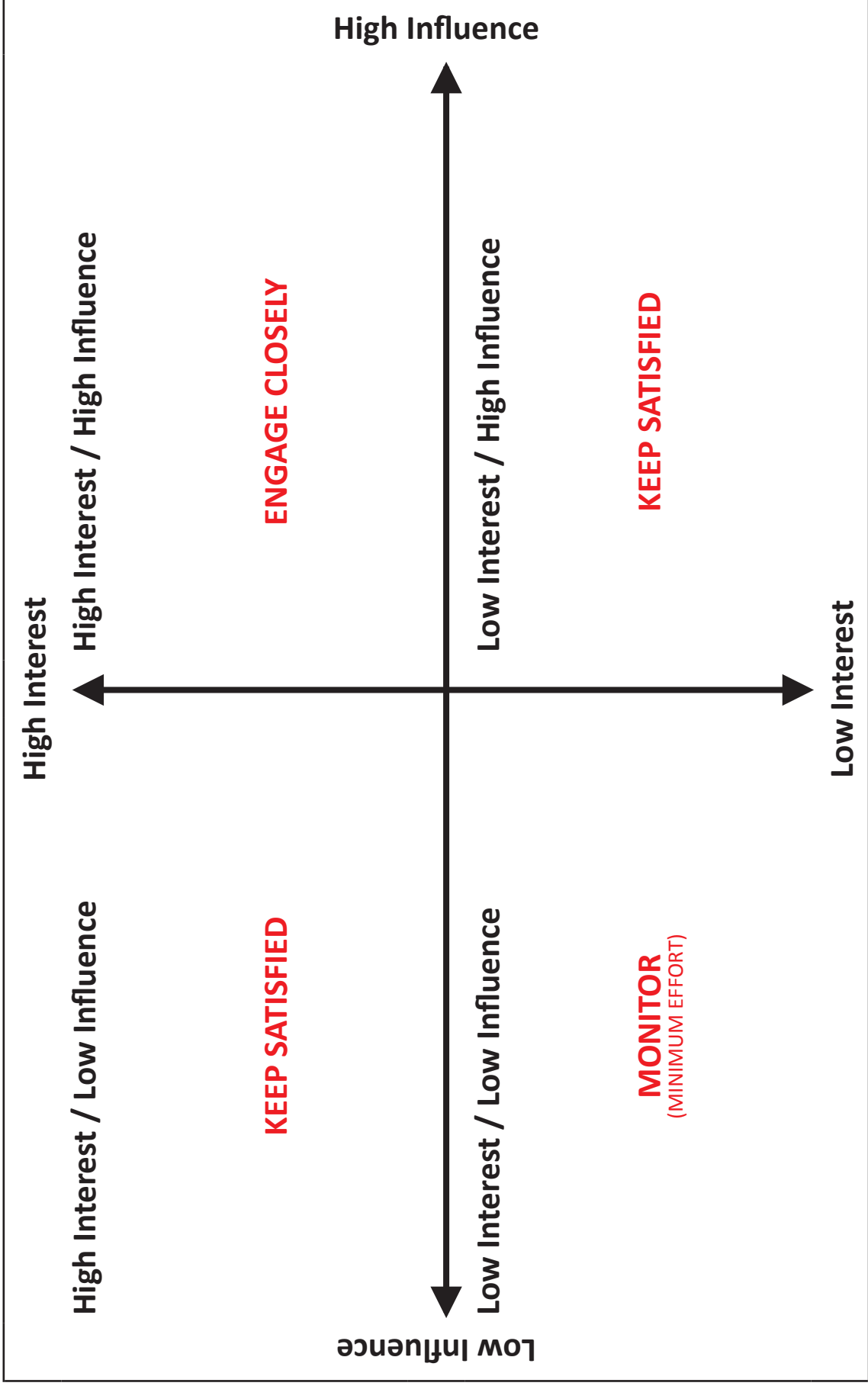
# STAKEHOLDER LINKS & RELATIONSHIP MAPPING TEMPLATE

(Define the links and relationships between stakeholders)



# STAKEHOLDER PRIORITY MAPPING MATRIX

(Develop engagement Strategies)





# PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATE

<b>A. CHALLENGE OR PROBLEM DEFINITION</b>		
Project Sponsor	Organization Name	
	Address and Contact	
	Contact Person(s)	
Project Title		
Design Challenge		
Design Challenge Context and Background Info	What are the issues and opportunities that inspired this Design Challenge	
	Why does this Design Challenge matter to the organization	

**PROJECT BRIEF AND OPPORTUNITY FRAMING TEMPLATE**

<b>A. CHALLENGE OR PROBLEM DEFINITION (contd...)</b>	
Goals and objectives of the Design Challenge	
Target users of this Design Challenge	
Other key stakeholders	
Previous efforts to solve this Design Challenge	
Current activity system and process	



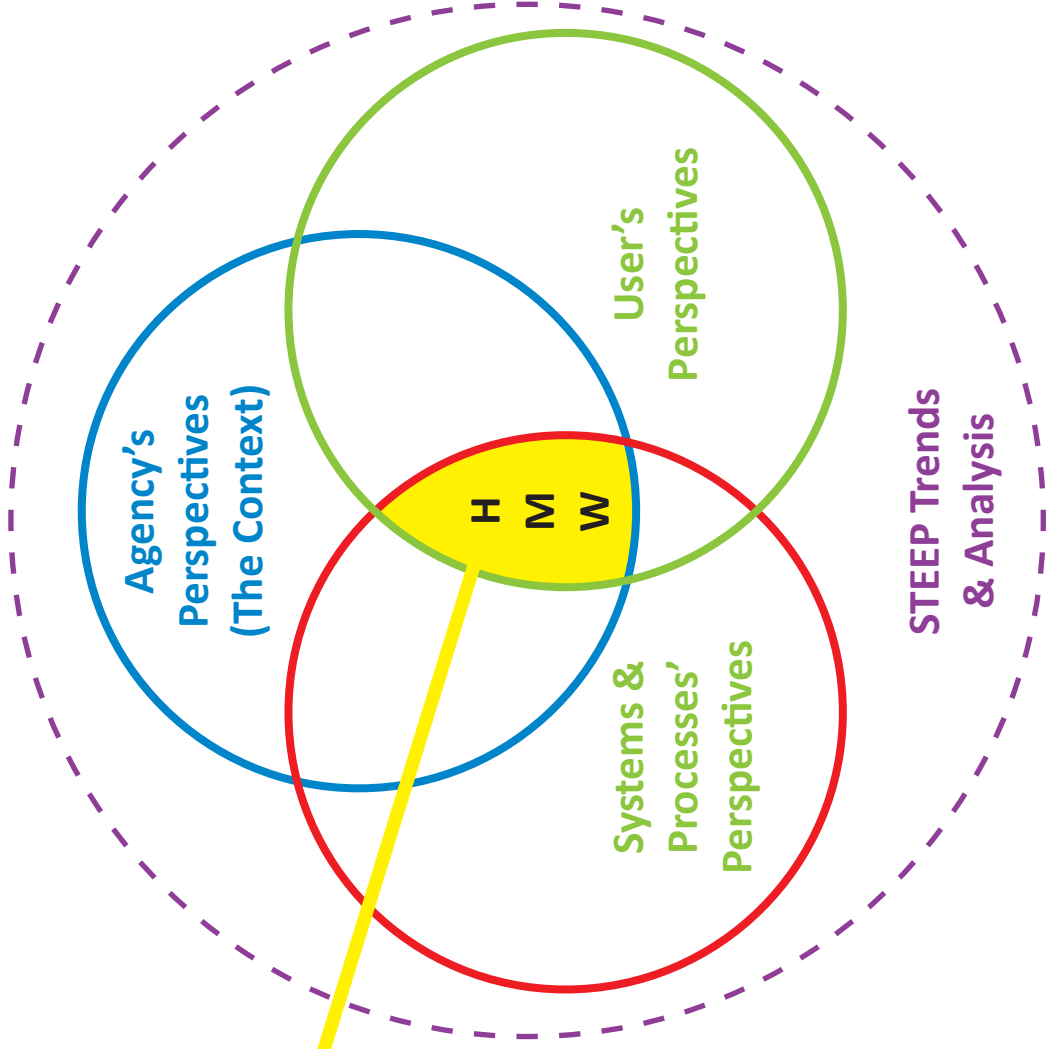
## PROJECT BRIEF AND REFRAMING PROJECT CHALLENGES TEMPLATE

<b>B. OPPORTUNITY FRAMING</b>	
Real issues behind this Design Challenge	
Inspirations from others in solving this Design Challenge	
Teams contributions	
Success criteria	
“HOW MIGHT WE” Opportunity/possibility statement	

**REFRAMING THE OPPORTUNITIES TEMPLATE**

**Reframe your opportunities and filter one**  
“How might we.....?”

1. “How might we.....?”
2. “How might we.....?”
3. “How might we.....?”

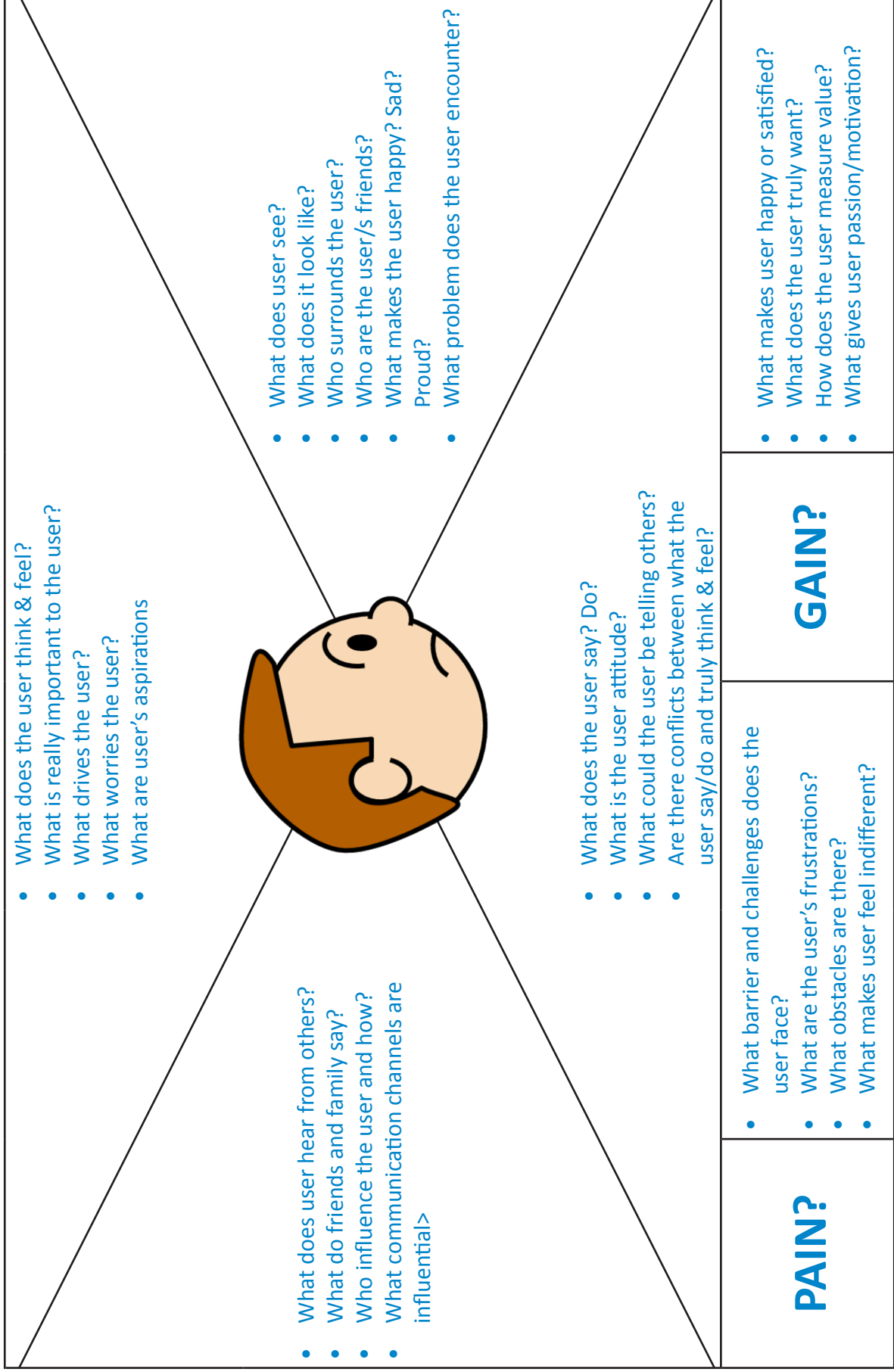


# **EMPATHISE PHASE**

## POEMS FRAMEWORK TEMPLATE

<b>Location:</b>	<b>Date/Time/Period :</b>	
<b>Report By:</b>		
<b>POEMS Framework</b>	<b>Field Visit and Onsite Observation</b>	<b>Insights</b>
<b>People:</b> Who are involved? (e.g. commuters, street vendors, office workers, children, motorists, delivery men, etc.) What roles do they play? How are the people engaging with each other? How are they related? What is the relationships? What is the social context?		
<b>Objects:</b> What artifacts are important? (e.g. bus stops, signage, traffic lights, benches, etc.) What roles do they play? How are people engaging with the objects, and with their surrounding? What is interaction? How does the object influence people's behavior?		
<b>Environment:</b> Where is the action taking place? (e.g. public bus, road side, government office, garden, etc.) What is happening? What are the people doing? How do the people behave in this environment? How does the environment influence people's behavior? What is the mood? Ambience?		
<b>Messages &amp; Media:</b> What are the messages and communication media used? (e.g. signage, online materials, posters, apps, etc.) What roles do they play?		
<b>Services:</b> What are the services and support systems provided? (e.g. registration, library services, hands-on guide, online booking, etc.)		

# GENERATE INTERVIEW QUESTIONS



**EMPATHY MAP & USER JOURNEY TO GENERATE INTERVIEW QUESTIONS**

<b>DOING</b>	<b>SEEING</b>	<b>HEARING/SAYING</b>	<b>FEELING/THINKING</b>	<b>FRUSTATION</b>	<b>NEEDS/WANTS</b>
When does target User go there? How does target User go there?					

# USER INTERVIEW NOTES

<b>Interviewer Name</b>	
<b>Note Taker &amp; Observer</b>	
<b>Interviewee Name</b>	
<b>Interviewee contact details</b>	
<b>Date/Time of Interview</b>	
<b>Interview Location</b>	
<b>Interview's background information</b>	
<b>Gender</b>	
<b>Age Range</b>	
<b>Profession</b>	
<b>Education Background</b>	
<b>Family</b>	
<b>Hobbies</b>	
<b>Likes / Dislikes</b>	
<b>Interview Notes (Verbatim)</b>	<b>Observations/Quotes</b>

## POST INTERVIEW DISCUSSION: ABOUT THE INTERVIEWEE

<b>Interviewee's Goals &amp;/or Motivation</b>	<b>Interviewee's Aspirations:</b>
<b>Interviewee's Current Experience</b>	<b>Interviewee's Challenges &amp; /or Pain Points</b>
<b>3 most memorable things about the interviewee:</b>	<b>User Insights &amp;/or Needs</b>

## POST INTERVIEW DISCUSSIONS: ABOUT THE PROCSS

102

<b>What went well with the Interview?</b>
<b>What did not go well with the Interview?</b>
<b>How can we do better for next Interview?</b>

END OF INTERVIEW NOTES



## POST INTERVIEW DEBRIEF PRESENTATION:

Summary profile of interviewee

	<p>Insert Photo Here</p>	<p><b>Overview of interviewee</b> (brief demographic profile, likes/dislikes, lifestyle etc.,):</p>
--	--------------------------	---

Summary profile of interviewee

<p><b>Goals/Motivation:</b></p>	<p><b>Aspiration:</b></p>
<p><b>Current Experience:</b></p>	<p><b>Challenges and Pain Points:</b></p>
<p><b>3 most memorable things about the interviewee:</b></p>	<p><b>User Insight &amp; Deep Needs:</b></p>

## DOCUMENTING INSIGHTS & NEEDS: EXAMPLE

**INSIGHT # :**

**Insert narrative of the user insight, needs, quotes here.**

**Need:**

**Quotes1:**

**Quotes2:**

# PERSONA CANVAS

Persona Name:

Demographic Profile:

Age:

Gender:

Home:

Family:

Education Background:

Hobbies/Likes/Dislikes:

Social & Family Lifestyle:

Goals:

Motivation/Aspiration:

Challenges/Pain Points:

Behavior:

Deep Need Statement:

Diversity of Needs:





# **EXPERIMENT PHASE**

# SCAMPER WORKSHEET

<b>S</b>	<b>Substitute</b>	<i>(What can you substitute? What or who could you use instead?)</i>
<b>C</b>	<b>Combine</b>	<i>(What can you combine or bring together?)</i>
<b>A</b>	<b>Adapt</b>	<i>(What can you adapt for use as a solution?)</i>
<b>M</b>	<b>Modify</b>	<i>(Can you modify or change the item in some ways?)</i>
<b>P</b>	<b>Put to other uses</b>	<i>(What other or new ways could this be used?)</i>
<b>E</b>	<b>Eliminate</b>	<i>(What can you get rid of?)</i>
<b>R</b>	<b>Reverse</b>	<i>(What could you rearrange or change around?)</i>

# RECONNECTING WITH OUR PERSONAS

Behaviors	Aspirations	Motivations	Challenges	Pain Points

**User Insights**

**Deep User Needs**

**Constrains &/or Design Criteria**





# **ENGAGE PHASE**




## STORY BOARD CANVAS

Directions:

- Review your persona, the ideal user experience journey and the prototype you have created.
- Brainstorm how you intend to illustrate your persona's story in a coherent manner including the narratives.
- Use the storyboard template/canvas provided and start drawing.

Title: \_\_\_\_\_


# STORY BOARDING CANVAS

<p>BEGINNING</p> 	<p>MIDDLE</p> 	<p>END</p> 		
<p>The Persona</p>	<p>The Setting</p>	<p>The Problems</p>	<p>The Solutions</p>	<p>The Resolutions</p>



# **EVOLVE PHASE**

## STRATEGIC REQUIREMENT TEMPLATE

Strategic Requirements	The Big Idea or the Idea Concept (Main Solution to be delivered)		
Key Solution Components of the Big Idea			
Capabilities Required to Deliver this Solution Component			
Current Organizational Assets & capabilities to be Leveraged			
Development Strategy to develop this capability (if needed)			
Requirements and cost to develop (high/med/low)			
External Sources of Expertise (potential partnership)			

## EVOLVING THE PROCESS FOR DELIVERY

Key Solution Component	Workflow/Process Needed to Implement the Solution					
(Input Your Solution Component 1)	Process 1 (Header)	Process 2 (Header)	Process 3 (Header)	Process 4 (Header)	Process 5 (Header)	Process 6 (Header)
	Process 1 (Description)	Process 2 (Description)	Process 3 (Description)	Process 4 (Description)	Process 5 (Description)	Process 6 (Description)
(Input Your Solution Component 2)						
(Input Your Solution Component 3)						
(Input Your Solution Component 4)						

## IMPACT EVALUATION INDICATORS

Criteria	Indicators & Measurement	Stakeholders
Social Value Creation	1. ... 2. ...	1. ... 2. ...
Stakeholder Satisfaction	1. ... 2. ...	1. ... 2. ...
Solution Sustainability	1. ... 2. ...	1. ... 2. ...
Solution Scalability	1. ... 2. ...	1. ... 2. ...



## ACTION PLANNING TO ADVANCE THE DESIGN CHALLENGE PROJECT

<b>Idea</b> What idea for implementation	<b>Objectives</b> Why is this idea important? Values and benefits	<b>Responsibility</b> Who will lead this?	<b>Implementation</b> How will this be implemented	<b>Resources</b> What capability and resources are needed?	<b>Completion</b> When will this be completed?

## IDENTIFYING QUICK WIN

What is this Quick Win (1) about?	
What are the success indicator(s)? How would it (these) be measured?	
What are the resources/staff trainings needed?	
Who will lead this Quick Win implementation?	
What are the key steps needed to implement this Quick Win? What is the timeline till completion?	
When will be the status or progress update?	
When will this be completed?	
How would the Success be communicated?	

# CONCEPT SYNTHESIS

Design Challenge	How Might We...	Solution Concept	
<p>Persona:</p>			<p>Value Propositions to Organizations/Agency:</p>
<p>Deep Needs:</p>		<p>Value Propositions to Target Users:</p>	
<p>Gains:</p>		<p>User Need (Problem) Solvers:</p>	
<p>Pains:</p>		<p>Gain Creators:</p>	<p>Pain Relievers:</p>

**M – A – R – S FRAMEWORK**

<p>Use the MARS framework to understand the people's behavior in the face of the change and innovation</p> <p><b>Motivation</b></p> <p>It is about the <b>Why</b>/the <b>Will</b> to change</p>		<p><b>Ability</b></p> <p>It is about the <b>Tools</b> and <b>Skills</b></p>	<p><b>Role</b></p> <p>It is about defining <b>Roles/ToRs</b></p>	<p><b>Systems</b></p> <p>It is about the <b>Support</b> system (<b>Resources</b>)</p>	
<p><b>Think</b></p> <p>Engage team in conversation to connect and to empathise. Listen to welcome the truth and to gain trust</p>					
<p><b>Feel</b></p>					
<p><b>Do</b></p>					

## WHAT IS OUR CHANGE MANAGEMENT PLAN?

Vision (Reasons) for change	Staff Engagement	Communicate vision for change	Implementation Plan	Empower people for change	Create Quick Wins



# **Master Trainers**



**SONAM JAMTSHO**  
Dy. Executive Engineer  
Ministry of Works and Human Settlements



**SONAM JAMTSHO**  
Architecture  
Thimphu Thromde



**THINLEY GYELTSHEN**  
Asst. Tourism Officer  
Tourism Council of Bhutan



**JASRAJ LIMBU**  
Assistant Labour Officer  
Thimphu Thromde



**PHURBA TSHERING**  
Sr. Instructor, RITH  
Tourism Council of Bhutan



**SONAM TSEHWANG**  
Dy. Executive Engineer  
Thimphu Thromde



**TASHI LHADEN**  
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