

DESIGN FOR DEVELOPMENT & HUMANITARIAN INNOVATION PLAYBOOK

October 2015
Perpetual Beta

DESIGN FOR GOOD

People are realising that good design is more than making aesthetically beautiful products. Good design is also about solving complex social, economic and environmental problems. The term design thinking is gaining considerable attention in a diverse range of contexts, including the development and humanitarian arena.

Designers are working on development and humanitarian projects. At the same time, development and humanitarian professionals who are now working within an increasingly complex environment are acquiring the design mindset and method to address strategy, policy, and service delivery challenges.

A number of UN agencies have established design-led collaborative innovation spaces. Stanford's Design Thinking Philanthropy project involving organisations like Bill and Melinda Gates Foundation and the Rockefeller Foundation is seeking to reshape decision-making and strategy in the philanthropy and non-profit sector.

In response to the need to rethink development and humanitarian practice, the Australian Council For International Development organised a Design for Development and Humanitarian Innovation as part of its 2015 National Conference.

ABOUT THE PLAYBOOK

The Design for Development and Humanitarian Innovation Playbook is based on a Masterclass conducted at Australian Council For International Development's 2015 National Conference.

The Playbook is a guide for those looking for a new way to tackle development and humanitarian issues, such as water and sanitation, education, healthcare, or poverty alleviation. It provides with a brief introduction to the idea of human-centred design (HCD) and the design process and provides practical tools to guide application. The Playbook focuses on the key practices of design at the difficult early phases of tackling a development or humanitarian challenge when there is a high level of uncertainty.

Human-centred design is a strategic method to advance social innovation. We don't claim it is the only method or replaces other methods. In order to bring about social impact, you have to integrate a suite of diverse methods and tools. But HCD is particularly useful at the fuzzy front end of innovation and we encourage you to share the Playbook with your colleagues and experiment together. Let us know how you have used and adapted the tools in your organisation.

HUMAN-CENTRED DESIGN (HCD)

We are all designers. Design is an intentional practice to create a course of action aimed at changing an existing situation into a preferred one that is meaningful and valuable for a specific group of people or community.

For the purpose of the Masterclass and the Playbook we have used the term Human-centred design (HCD) to characterise a problem-solving approach that draws on imagination and analysis to explore possibilities and meaningful solutions to address the needs of the people we serve.

PEOPLE MATTER

HCD integrates a broad set of practices around an understanding of human needs in order to improve programme effectiveness, enhance strategic decision-making, and create impact.

HCD focuses on the value of human lives and significance of people. It centres on engagement with people in order to discover their underserved or unmet needs.

HCD practices represent affirmations of human dignity.

HUMAN-CENTRED DESIGN PROCESS

The design process has been visualised in many ways, from simple models to complex feedback loops. Despite this plurality of approach, the design process consists of key practices such as: observing-discovering, defining, ideation, prototyping, and testing.

Figure 1 is the visual representation of the Human-centred design process used in this Playbook. It is based on the diagram commonly used by IDEO and Stanford University's Hasso Plattner Institute of Design or the d. school. The HCD process consists of 5 core practices: Empathy, Define, Ideate, Prototype, and Test. These activities can occur in parallel and as an iterative process rather than in a linear manner. Figure 2 illustrates the process of Human-centred design in practice.

Each practice asks key questions in order to create a common understanding of the challenge or problem to be addressed and of the context, needs, perspectives of the people (as users) we are designing for. As a whole, the set of practices allows us to go from the existing conditions of 'what is' to the future-making potentials of 'what if' and 'what works'.

Figure 1. The Human-Centred Design Process

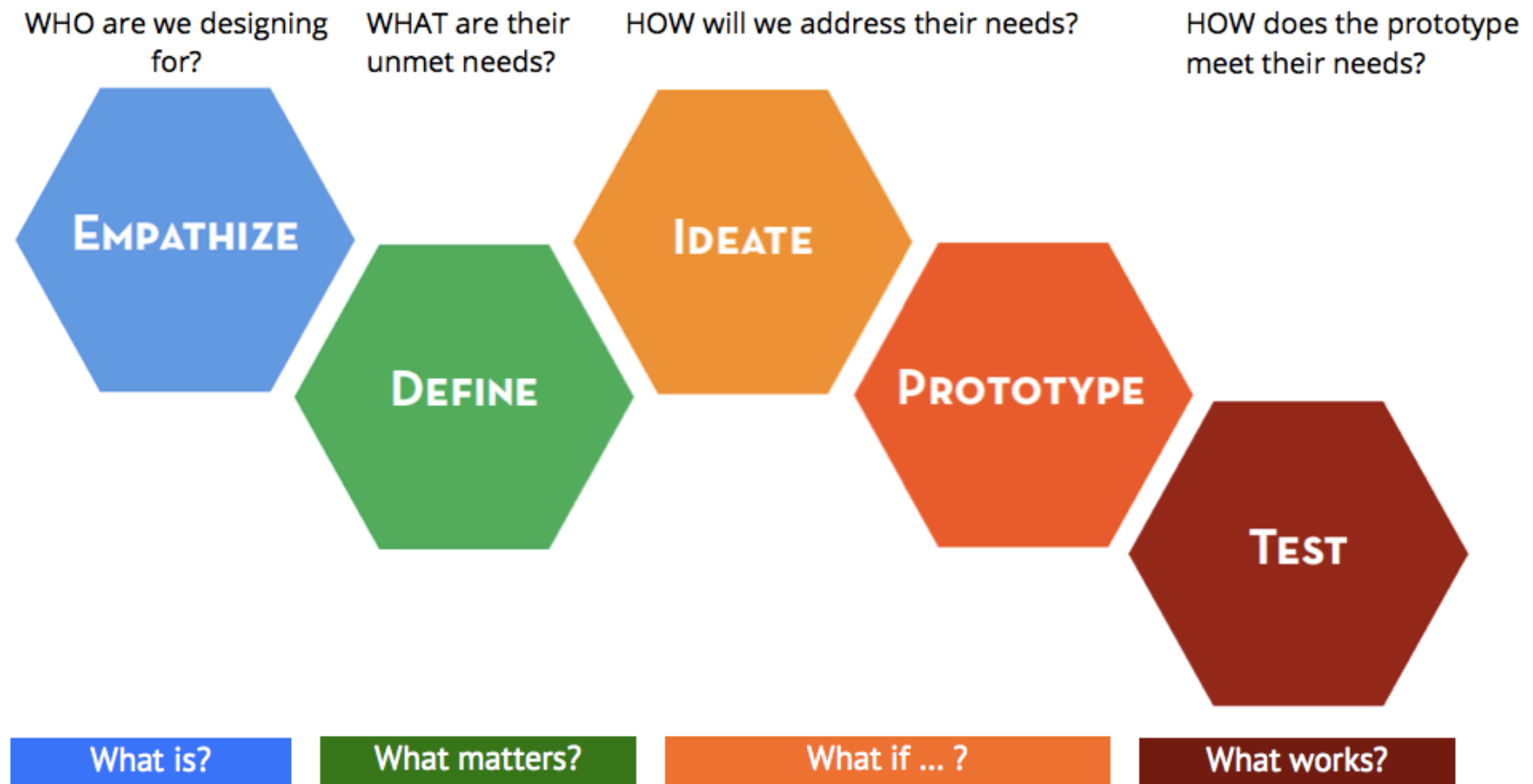
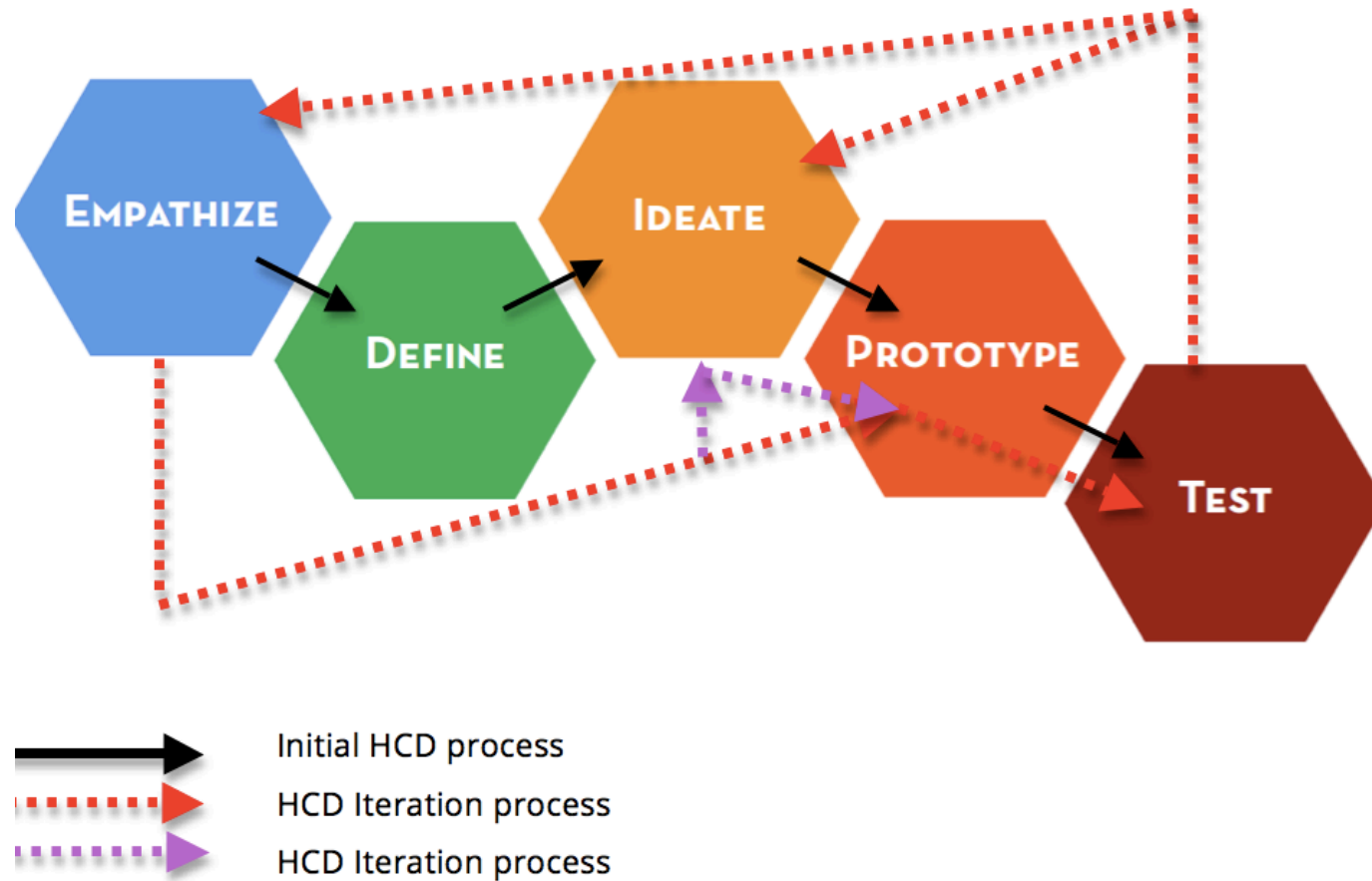


Figure 2. The dynamic of the Human-Centred Design Process

The practice of HCD is iterative, creative and responsive to changing context.



LEVELS OF DESIGN COMPLEXITY

Figure 3: Levels of Design Complexity



Adapted from Lucy Kimbell

The HCD process can be applied in various domains, from creating stand alone physical products to complex strategy and policy that interacts with social, political and economic systems in the local and global context.

But Figure 3 shows that systems-level solutions are harder to design and harder to implement than product-based solutions. It requires collaboration across sectors. Different levels and types of expertise are also required to influence policy and to address large-scale complex challenges such as climate change, refugees, and social inclusion.

DESIGN MINDSET AND HABITS

We cannot change anything without changing our mindset. Extensive studies have shown that our mindset guides how we make decisions and choices and how we respond to challenges and problems. Human-centred design expresses a mindset that spurs habits of creative problem solving and innovation. Intentionally shifting our mindset can make difference. Try it and note what happens.

DESIGN MINDSET AND HABITS

Empathy

Empathy is the capacity to step into other people's shoes, to understand their lives, and start to solve problems from their perspectives. Observing the people you are designing for and immersing yourself in their world opens up new creative possibilities, and test your preconceived ideas and assumptions.

Beginner's mind

Referring to having an attitude of openness, curiosity, eagerness, and lack of preconceptions when approaching a challenge or problem. A common aphorism is "In the beginner's mind there are many possibilities, but in the expert's there are few."

Embrace experimentation	Being comfortable with ambiguity and embracing experimentation and failure are crucial for innovation. Make the familiar unfamiliar and the unfamiliar familiar.
Collaborate across boundaries	Levelling hierarchy and bringing together people with diverse experiences, backgrounds and cognitive skills enables insights and new ideas to emerge.
Bias towards action	Make things to explore, test and learn. Thinking by doing and learning by making are way to generate ideas and gain valuable insight about the project and ourselves.
Show don't tell	Communicating ideas by creating experiences and interactions, using visuals, telling good stories are some of the best ways to engage people with your ideas.
Optimism	Design is inherently optimistic. Development and humanitarian work is inherently optimistic. To take on a big challenge, especially one as large and intractable as poverty, we have to believe that progress is even an option. HCD focuses on what could be and constraints and obstacles are part of the design brief.

BEWARE OF COGNITIVE BIASES

Cognitive bias is a systematic error in judgment and decision-making due to cognitive limitations, motivational factors, and/or adaptations to natural environments. All human are prone to cognitive biases. Although some social psychologists believe our cognitive biases help us process information more efficiently, especially in dangerous situations, our cognitive bias often lead us to make questionable decisions and reach erroneous conclusions.

Below are twenty cognitive biases to be aware of:

1. Anchoring bias.

People are **over-reliant** on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



2. Availability heuristic.

People **overestimate the importance** of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.



3. Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is reason why meetings are often unproductive.



4. Blind-spot bias.

Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.



5. Choice-supportive bias.

When you choose something, you tend to feel positive about it, even if that **choice has flaws**. Like how you think your dog is awesome — even if it bites people every once in a while.



6. Clustering illusion.

This is the tendency to **see patterns in random events**. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.



7. Confirmation bias.

We tend to listen only to information that confirms our **preconceptions** — one of the many reasons it's so hard to have an intelligent conversation about climate change.



8. Conservatism bias.

Where people favor prior evidence over new evidence or information that has emerged. People were **slow to accept** that the Earth was round because they maintained their earlier understanding that the planet was flat.



9. Information bias.

The tendency to **seek information when it does not affect action**. More information is not always better. With less information, people can often make more accurate predictions.



10. Ostrich effect.

The decision to **ignore dangerous or negative information** by “burying” one’s head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.



11. Outcome bias.

Judging a decision based on the **outcome** — rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.



12. Overconfidence.

Some of us are **too confident about our abilities**, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.



13. Placebo effect.

When **simply believing** that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.



14. Pro-innovation bias.

When a proponent of an innovation tends to **overvalue its usefulness** and undervalue its limitations. Sound familiar, Silicon Valley?



15. Recency.

The tendency to weigh the **latest information** more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.



16. Salience.

Our tendency to focus on the **most easily recognizable features** of a person or concept. When you think about dying, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.



17. Selective perception.

Allowing our expectations to **influence how we perceive** the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team commit more infractions.



18. Stereotyping.

Expecting a group or person to have certain qualities without having real information about the person. It allows us to quickly identify strangers as friends or enemies, but people tend to **overuse and abuse** it.



19. Survivorship bias.

An error that comes from focusing only on surviving examples, causing us to **misjudge a situation**. For instance, we might think that being an entrepreneur is easy because we haven't heard of all those who failed.



20. Zero-risk bias.

Sociologists have found that **we love certainty** – even if it's counterproductive. Eliminating risk entirely means there is no chance of harm being caused.



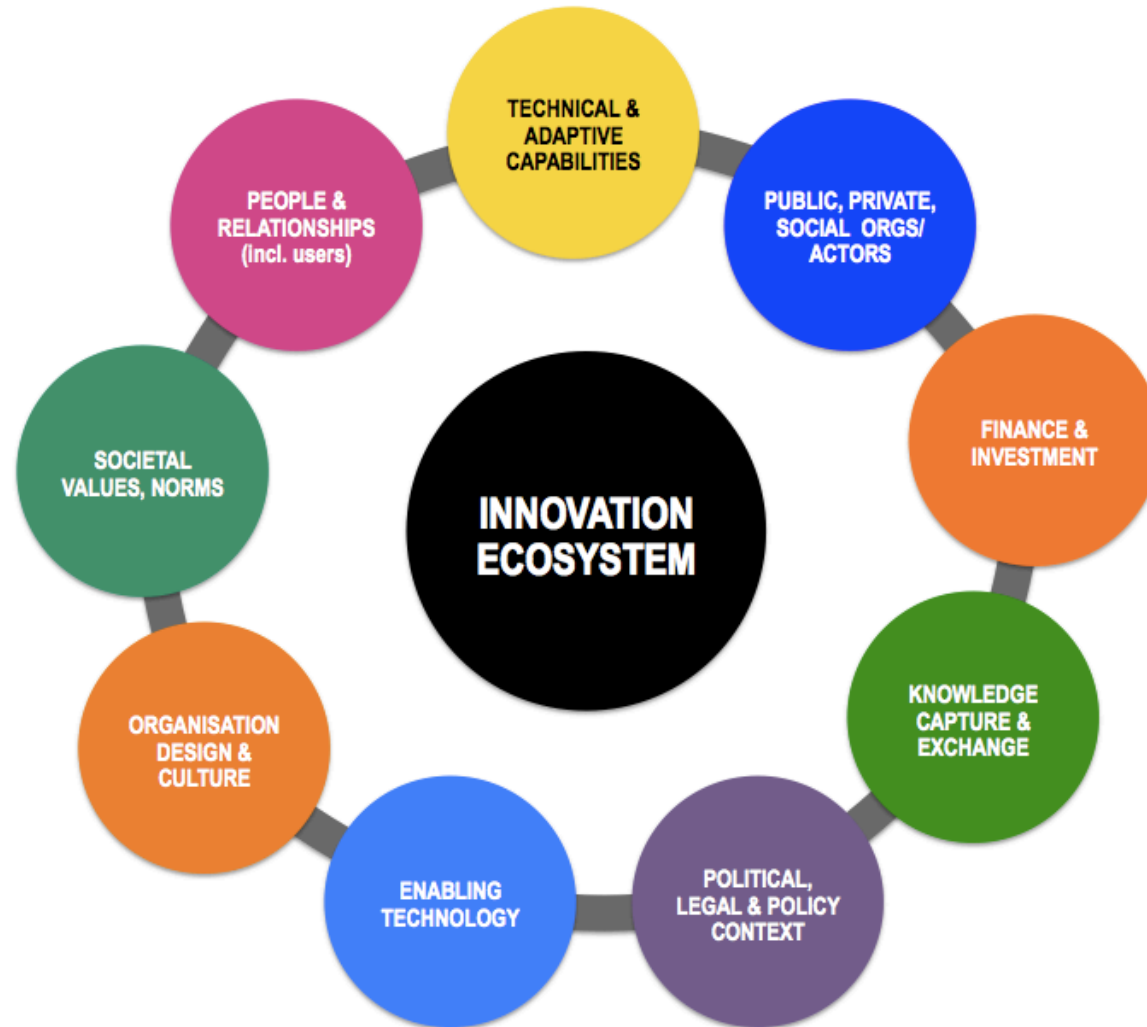
Source: <http://www.iflscience.com/brain/20-cognitive-biases-which-make-you-form-bad-decisions>

INNOVATION ECOSYSTEM

Human-centred design is not the unicorn of development and humanitarian innovation. A brilliant idea, product, service, or process rarely takes hold simply because it is brilliant. It also needs the right conditions to flourish. The right conditions include institutions, capabilities, values, policy, education, networks and flow of investment. These diverse elements are enabling factors that make up an innovation ecosystem - the complex and dynamic interactions between different individuals, institutions, networks, and interconnected social, economic, political and ecological systems. See Figure 4.

Within the innovation ecosystem, Human-centred design can be seen as an adaptive capability. Adaptive capability is about an individual's and organisation's resilience and creative flexibility to work with uncertainties and ability to connect different types of knowledge to solve problems.

Figure 4: Innovation Ecosystem



HUMAN-CENTRED DESIGN IN ACTION: EMPATHY



EMPATHISE

HCD begins with empathy and is instilled with the ethos of empathy throughout the process. The word “empathy” is related to the German word *Einfühlung*, “feeling into”. Empathy is the ability to sense another person’s emotions and worldview, and to imagine what someone else might be feeling in a particular context.

We empathise to discover the expressed and hidden needs of people so we can design meaningful solutions to meet their emotional, physical or/and social needs.



We gain empathy by:

- **Engaging** our users in meaningful conversation to learn about their needs, hopes, fears, to learn what really matters to them.
- **Observing** what is the person doing; how is the person doing it (noting feelings and emotions expressed, and other non-verbal cues), and why are they behaving in that way.
- **Immersing** ourselves in situations and experiences of users.

ETHNOGRAPHIC METHOD

Ethnographic method involves observing people in their real-world setting, rather than in the environment of a lab or focus group. The aim is to gather insight into how people live; what they do; how they use things; or what they need in their everyday or professional lives.

Ethnography can provide rich insight into 'real life' behaviour. This approach is most valuable at the beginning of a project when there is a need to identify new or currently unmet needs, or to understand the constraints of using a new product or service.



ETHNOGRAPHIC INTERVIEW

Interviews are an important tool of ethnography. We conduct interviews to gain a deep and broad understanding of our users' beliefs, values, aspirations, experiences, preferences, and motivations – transmitted via stories. But it's more listening and than talking.

STEP 1: PREPARATION (10mins) Prepare a list of potential questions covering different aspects of the design challenge. Think of questions to build rapport, uncover stories about your user, and get people to open up and share their emotions.

Although you have prepared some questions, it's important to let the conversation flow naturally.

STEP 2: GO! CONDUCT AN INTERVIEW IN PAIRS (30-45mins) Leave the computer in the office. Use pen and paper to take notes. Use a voice recorder if you have to conduct the interview alone. It is hard to engage people and take detailed notes at the same time. Ideally no more 3-team members attend an interview.

Each team member has a clear role:

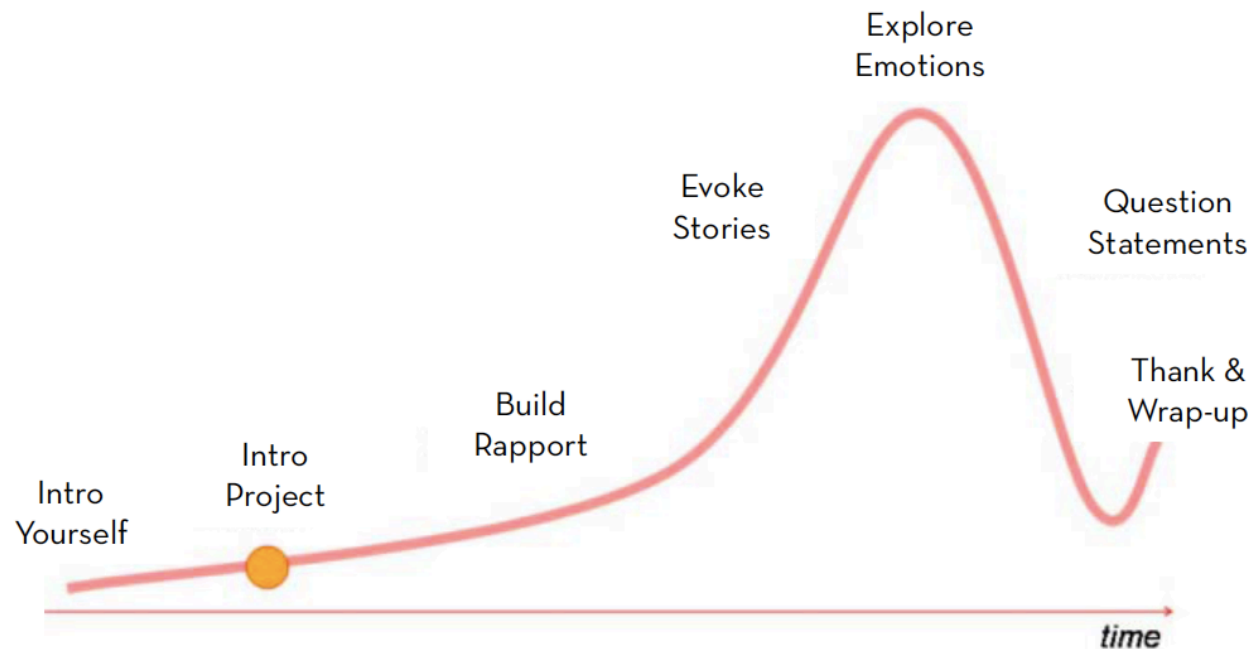
- One person asks the questions.
- One person takes notes – write down **exactly** what is said, and not what you think they mean.
- One person takes photographs, if appropriate and with permission and/or observe the interactions and non-verbal signals.

Figure 5 illustrates the flow and rhythm of an interview.

STEP 3: CAPTURE YOUR OBSERVATIONS AND FINDINGS (verbal, visual, audio)

- What you **see**? Body language, artifacts, dress
- What you **hear**? Quotes, stories, key words, contradictions (exact words used)
- What you feel that your user is **feeling**? Emotions, beliefs, confusion

Figure 5: An Interview for empathy



Adapted from Michael Barry, Point Forward

ENGAGE EXTREME USERS

A limitation in many conventional evidence-based approaches to understanding an issue is the ability to gain insights for radical innovation. You look at a sampling of data that gives you the average and you are lightly to come up with average incremental changes. What you want are wild, unexpected observations leading to meaningful and radical ideas.

You can do this by gaining empathy for extreme users. Extreme users are people who are extreme in some aspect related to your project. They amplify needs and behaviors of target groups that would otherwise stay hidden. Engage extreme users in a conversation and / or observe them. Why are they doing, what they're doing? Dig deep - ask "Why?" about 5 times. Be curious.

Engaging with extreme users will help you understand the wider population. The insights you're getting may be wild. Some might not apply to ordinary users – but some definitely will, and point to needs that many will people have. These are the nuggets you can then work with to come up with amazing solutions that really matter.

SOME INTERVIEWING TIPS:

Ask why. Even when you think you know the answer, ask people why they do or say things. The answers may surprise you.

Avoid saying “usually” when asking a question. Instead, ask about a specific instance or occurrence, such as “tell me about _____”

Encourage stories. Whether or not the stories people tell are true, they reveal how they think about the world. Ask questions that get people telling stories.

Be alert for inconsistencies. Sometimes what people say and what they do are different. These inconsistencies often hide interesting insights.

Notice nonverbal cues. Be aware of body language and emotions.

Be comfortable silence. Interviewers often feel the need to ask another question when there is a pause. If you allow for silence, a person can reflect on what they’ve just said and may reveal something deeper.

Refrain from suggesting answers to your questions. Even if they pause before answering, don’t suggest an answer. People may unintentionally say things that agree with your expectations.

Ask questions neutrally. “What do you think about the quality of health care?” is a better question than “Don’t you think the quality of health care is dire?”.

Avoid binary questions. Binary questions can be answered in a word; you want to have a conversation filled with stories.

Ask short question. People tend to get lost when long questions are posed at them.

Ask one question at a time. Refrain from asking lots of questions at once.

Be respectful. Be humble. Be Present. Pay attention. Be aware that communications can be distorted by the perceived or real asymmetry of power between you and your users.

OUTCOME OF EMPATHY PRACTICE: *A collection of stories, images, sounds, and artifacts that provides a rich picture of someone’s daily life, their lived experiences, their emotional, social and physical needs, self perception, and what matters to them.*

HUMAN-CENTRED DESIGN IN ACTION: DEFINE



‘Define’ is the practice of unpacking your findings and inferring meaning from what you heard, observed, and experienced. Empathy work produces pages of notes, interview transcripts and photos. The next phase of the HCD process is to make sense and synthesise the stories and observations.

You and your team will now seek patterns of behaviour and thought from a seemingly large and jumbled pile of information. You will distill the information and insights to form profiles of users and their implicit and explicit needs. After this, you and your team will need to choose one specific user who becomes the person you will be designing for.

Use the **Empathy Map** and **User Journey Map** to make sense of the information and help you decide who will be your specific user.

The goal is to come up with a **Point of View** (POV), a summary statement about your user and their unmet need. A POV defines the problem that is worth solving. The **POV Madlib** tool will help you identify a POV and define the problem.

Allow plenty of time for this process.

SENSE-MAKING: EMPATHY MAP

Organise the interview notes using the empathy map to build a picture of our users' motivations, desires, needs and concerns, based on what they say, do, think and feel. Use this tool for each user you've interviewed. Share your ethnographic findings and insights with your team.

SAY (Observe)	DO (Observe)
THINK (Infer)	FEEL (Infer)

SENSE-MAKING: USER'S JOURNEY MAP

The User Journey Map is another tool to make sense of a user's experiences. The goal is to get a holistic view of what they are going through from their point of view. The gaps between the desired user experience and the one actually received – the “moments of truth” – points to potential opportunities for innovation. Use this tool for each user interviewed. Share the Maps with your team.

PROCESS STAGES	BEFORE	DURING	AFTER
USER'S GOALS 🎯 What's the user trying to do?			
TOUCHPOINTS 🖐️ What is the interface with the user?			
ACTION/DOING 🚲			
THOUGHTS 💬			
EMOTIONAL RESPONSE ❤️			
PAIN POINTS ⚡ What obstacles were experienced?			
OVERALL USER EXPERIENCE 😊 😐 😞			
OPPORTUNITIES			

SYNTHESISING – POINT OF VIEW (POV) MADLIB

The Empathy Map and User Journey Map have helped you to create profiles of the people you have interviewed. The POV Madlib will guide you through the process of synthesising the needs and insights that you have pulled together. The tool provides a clear structure through a fill-in-the-blank sentence to help you define the problem statement. Use this tool for each person you've interviewed.

We met

(a short, vivid description of your user)

We were surprised to learn

(a surprising, counterintuitive or contradictory insight about your user)

We wonder if this means

(infer the meaning of your insight)

It seems like they need a way to

(identify several possible social and emotional needs that your user may need)

As a team discuss:

What do you find most interesting and why? Look at the profiles of the people you and your team have interviewed. Choose the user that you find most interesting and surprising. This specific user will be the person you will be designing for.

Refine the chosen user's POV**We met**

(a short, vivid description of your user)

We were surprised to learn

(a surprising, counterintuitive or contradictory insight about your user)

We wonder if this means

(infer the meaning of your insight)

It seems like they need a way to

(identify several possible social and emotional needs that your user may need)

OUTCOME OF 'DEFINE' PRACTICE: *A unique human-centred Point of View (POV), a problem statement about your user and their underserved and/or unmet needs. A problem is the design opportunity.*

HUMAN-CENTRED DESIGN IN ACTION: IDEATE



IDEATE

Ideation is the practice of idea generation. During the 'Define' mode, you have distilled all the information collected to create user profiles and then narrowed down to the one specific user whom you will design for. Now you will create a large potential solution set in a short period of time and maximize potential for innovative solutions. You are not trying to generate the best ideas; you are trying to generate the most ideas and as many diverse concepts as possible.

Ideation good practice:

- Defer judgment
- Go for rapid headlining
- Defer analytical conversation
- Don't spend a lot of time on any one idea.
- Capture everything - be visual
- Build on the ideas of others
- Encourage wild ideas and diverse perspectives
- Avoid the devil's advocate who shoots down the ideas of others, points out flaws and focuses people's attention on what won't work rather than exploring unexpected ways that it might work.

STEP 1. CREATE *HOW MIGHT WE* (HMW) STATEMENTS ...

Now that your team has a POV, we want to generate HMW statements. Each person in the team should generate 2 HMWs for the POV.

STEP 2: GENERATING IDEAS – RAPID SESSION

1. Choose 3 HMW statements that your team feels are most interesting and compelling
2. Choose 1 one member of the team to be the facilitator for each HMW.
3. Brainstorm solutions to this HMW for **5 minutes**.
 - a. Use sticky notes to write down ideas (any colour!)
 - b. Use short hand, single words, short notes (not paragraphs)
 - c. Draw pictures
 - d. Throw in some crazy ideas to spur new thinking
 - e. Add 'Yes, and ...' to an idea to prompt others
 - f. Put these in column #1 on your board or paper.
4. Facilitator should participate, but also encourage others, and help to cluster ideas by theme.
5. REPEAT process for HMW 2 and HMW 3. Choose another facilitator.

Your board will look like this, with a possible solution to each of 3 HMVs on each of Post-it notes:



6. Cluster ideas by themes. The facilitators will be doing this as you go along, but will miss some of them because the process goes very quickly and can feel rushed.

STEP 3: SELECT

Team selects the idea that will guide the building of the prototype. Each person has six votes:

- 2 for the wildest idea

- 2 for the most delightful idea

- 2 for the idea that is most likely to succeed

Place a check mark ✓ for each vote on the post-it note with the corresponding idea

Answer these questions when deciding on which ideas to prototype:

- Why will your user find this idea useful?
- Why will your user find this idea meaningful?

STEP 4: VISUAL THINKING

Sketch what the idea might look like (not here .. use white board, chalkboard, flipchart paper)	Sketch how the idea might work (not here ... use white board, chalkboard, flipchart paper)

OUTCOME OF IDEATION PRACTICE: *Diverse ideas in the form of ‘How Might We ...’ statements that will provide the fuel for building prototypes. The ‘How Might We ...’ statements are responses to the design opportunities identified in the POV during the ‘Define’ process.*

HUMAN-CENTRED DESIGN IN ACTION: PROTOTYPE



PROTOTYPE

A prototype brings an idea to life in a way that people can experience it. Prototyping is building to think and thinking by making. Prototyping helps us to communicate an idea or insight, to get new insight from our user, and to build deeper empathy with user.

A prototype can be anything a user can interact with – could be a wall with post-it notes, a gadget, a role-playing activity, a storyboard, or a mock-up of a service or website. The aim is to gain qualitative and quantitative feedback from our user.

We prototype quickly and cheaply to remain agile and not get too attached to any one ideas.

We prototype to decide. When a team begins to over analysis the next steps or at an impasse, build some low-resolution prototypes rapidly and test each idea with the user.

We prototype early when failure costs less.

PROTOTYPE SPACE AND KIT

Provide open space that you get messy in, tables to build on and assemble a box of cheap and simple material like scrap paper, pipe cleaners, balloons, play dough, glue, old magazines, cardboard pens, foils, rubber bands.

Document or keep all prototypes – even early low-resolution ones.

OUTCOME OF 'PROTOTYPE' PRACTICE: *Multiple prototypes for users to interact with, experience, and test.*

HUMAN-CENTRED DESIGN IN ACTION: TEST



The goal of testing is to get feedback from users about our prototypes and follow up with empathetic conversations. The prototype is not meant to be perfect. The aim is to make something tangible to convey the idea you want to test.

SHOW DON'T TELL or SELL. We like to explain our reasoning and make things coherent for people – but doing so, we miss the opportunity to understand the user's interpretation, and the way they think, and gain honest feedback. Or we ask questions that avoid criticism.

USER TEST

- Set up the space for testing
- A team member greets the users and provides a **minimal** context of the design challenge.
- Allow users to experience the prototype and observe their reaction.
- Let the user ask a question before telling them about the intention of the prototype.
- A team member observes and takes notes during testing, capturing physical and verbal responses.
- Use the Feedback Grid to capture verbal and non-verbal or indirect responses, observe how the users interact with the prototype and where they appear to be confused but don't say anything.
- Pay attention to the surprising and unforeseeable
- Adopt the attitude of learning and approach testing with openness, humility, respect and intention.

TOOL: FEEDBACK GRID

What worked? What delighted them?	What could be improved?
Questions?	Ideas!!

POST-PROTOTYPE

It is critical to integrate the feedback and move quickly through a variety of iterations. Make sure you follow up with empathetic conversations with the users.

OUTCOME OF TESTING: *Capture, unpack and synthesise feedback from users about our prototypes to learn and gain further insights about user needs and how our ideas addressed their needs and move through iterations quickly.*

KEEP ITERATING AND CO-EVOLVING YOUR SOLUTIONS

HUMAN-CENTRED DESIGN IN ACTION: STORYTELLING

Stories engage people.
Stories help us remember through emotion.
Stories inspire.

Designs are communication tool that bring ideas and vision into form and experience. As innovators, a user-centred form of storytelling is a powerful tool of communication to inspire change. You communicate your vision to gain the attention and empathy of the audience. You need to make your audience care about the people for whom you are designing.

* * *

TELL YOUR STORY

Step 1: Set up a collaborative space with whiteboard, chalkboard and flipcharts for storyboarding and simple props.

Step 2: Plan your stories following the basic story structure below. You can also use the Story Design Tool. The basic story arc: character (user), conflict and transformation. Don't spend too long planning.

BASIC STORY STRUCTURE		
Beginning	Middle	End
<i>Set up ...</i>	<i>Conflict</i>	<i>Resolution</i>
Once upon a time ...	Turning point	Ticking clock
The hook	Call to Action	Showdown/Growth

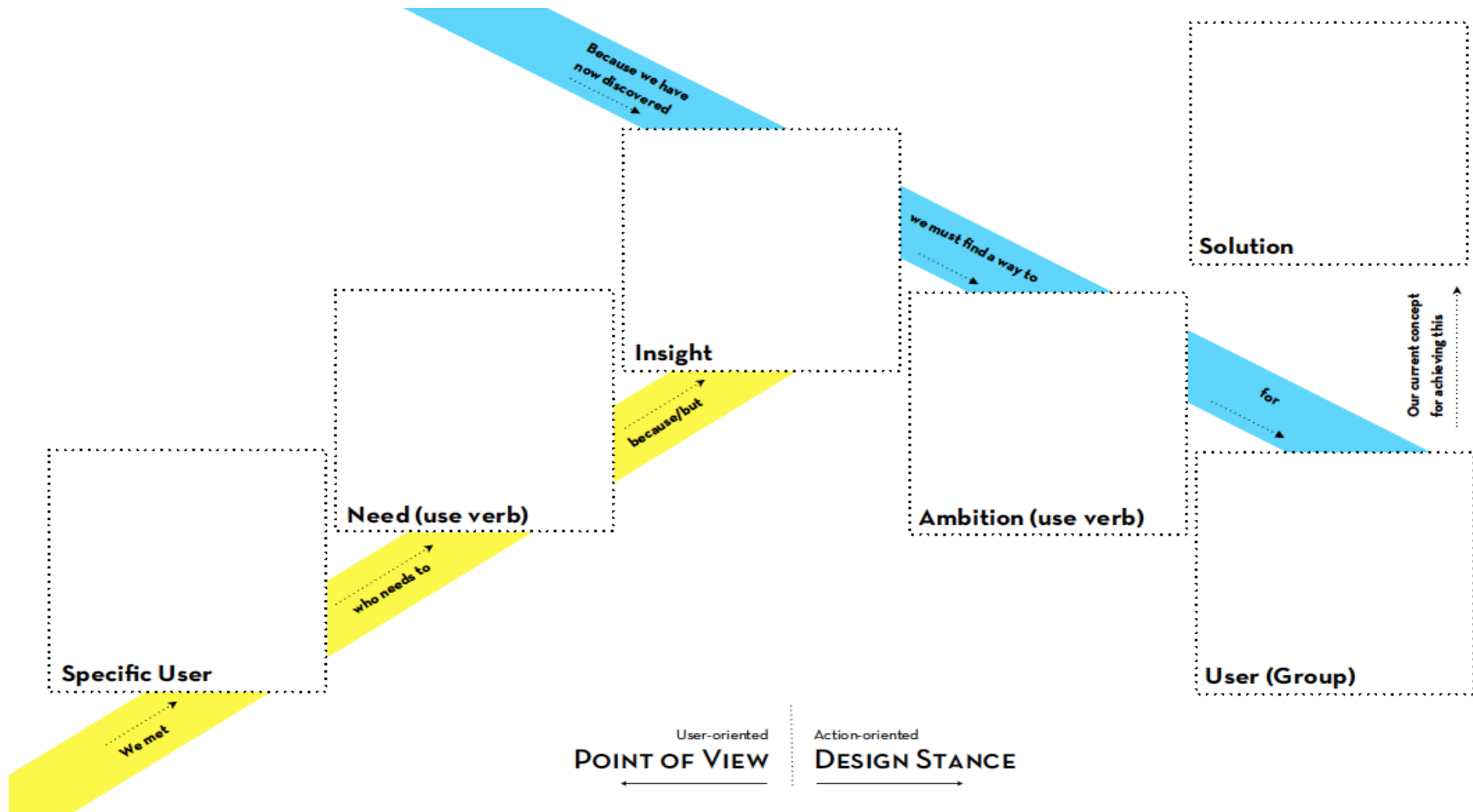
Step 3: Once you have a basic story arc, start improvising. It's important to move quickly from storyboarding to playing the role. Make sure more introverted team members have a chance to practice opening up and performing their role.

Step 4: Rehearse. Take a video of rehearsals and get feedback.

TIP: The stories that touch our hearts are honest and authentic. Avoid clichés and being overly dramatic.

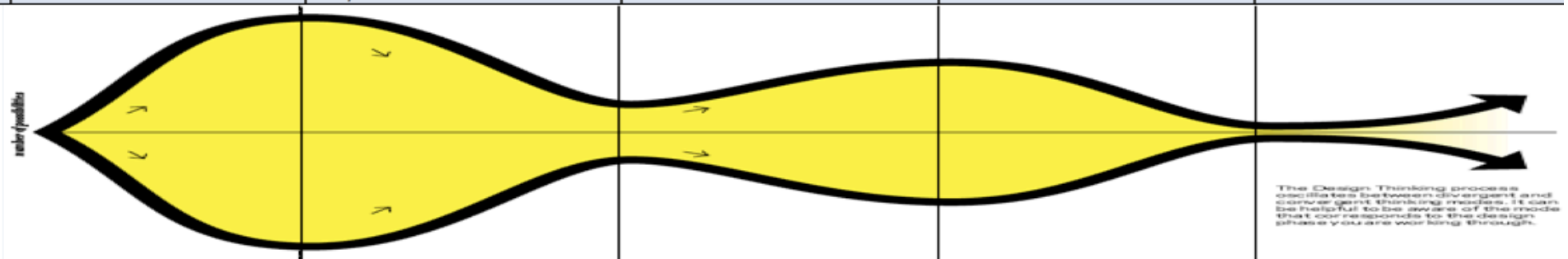
OUTCOME OF STORYTELLING: *A concise user-centred narrative that communicates the user's challenge, the team's insights, shows the value of the solution, and inspires the audience.*

Tool: Story Design



SUMMARY OF HUMAN-CENTRED DESIGN

HCD	EMPATHY	DEFINE	IDEATE	PROTOTYPE	TEST
What we want to know?	What is?	What matters?	What if ...?	What if...?	What works
	WHO are we designing for?	WHAT are their underserved and unmet social, economic and emotional needs?	HOW will we address their underserved and unmet needs?	HOW do I bring to ideas and solutions into the form?	HOW did the user respond to the experiment/prototype?
What do we need to do?	<ul style="list-style-type: none"> Observe people in their context Have empathetic conversation Capture stories & observations Appreciative inquiry 	<ul style="list-style-type: none"> Make sense and synthesise information to form insights Tell stories Create a Point of View Define the problem 	<ul style="list-style-type: none"> Generate a lot of diverse ideas Frame opportunities by asking 'How Might We' ... Propose possibilities 	<ul style="list-style-type: none"> Build rapidly Build a few cheaply Deliver/deploy quickly for testing 	<ul style="list-style-type: none"> Test prototype in the user's 'real world' Capture experience, response and feedback Iterate
Tools	<ul style="list-style-type: none"> Interview questions Pen, paper, camera (voice recorder, if required) 	<ul style="list-style-type: none"> Sense-making: Empathy Map Sense-making: User Journey Map Synthesis: POV Madlib 	<ul style="list-style-type: none"> Post-it notes 	<ul style="list-style-type: none"> Cheap prototype material 	<ul style="list-style-type: none"> Feedback Grid



The HCD process move through waves of convergent (bringing ideas together – narrowing in) and divergent thinking (exploring ideas widely and wildly – broadening) to generate and define possibilities and potential solutions for our users.

REFLECTION

Human-centred design is an opportunity seeking and problem solving process that is unfamiliar to and/or under-utilised by many people. Spend some time thinking about the process and how you felt when practising them and why.

Ask yourself:

What was easy? Why?

What was challenging? Why?

What was surprising? Why?

Possible sentence starters could be:

I was surprised by...

I was energised by...

I was uncomfortable with ...

I found it easy to ...

I would have never thought of ...

One thing that really resonated with me ...

AMPLIFY

Stay informed about 'what works' and emerging trends.

Start here ... download a list of over 100 resources on design, innovation and social impact:

<http://www.socialchangecollective.com/ideasphere-block>

VIDEOS

David Kelley, Human-centred design, TED

https://www.ted.com/talks/david_kelley_on_human_centered_design?language=en

David Kelley, How to build your creative confidence, TED

https://www.ted.com/talks/david_kelley_how_to_build_your_creative_confidence?language=en

Timothy Presterio, Design for People, not Awards, TED

<https://www.youtube.com/watch?v=WpldYJ3sSlo>

Tim Brown, Play and Creativity, TED

http://www.ted.com/talks/tim_brown_on_creativity_and_play

Design the Future Lecture Series, Carnegie Mellon University School of Design

<http://www.design.cmu.edu/designthefuture/>

Websites

Impact Design Hub	https://www.impactdesignhub.org/
Massive Change	http://www.brucemaudesign.com/work?project_id=24
IDEO	http://www.ideo.org/
NESTA	http://www.nesta.org.uk/
Dalberg	http://www.dalberg.com/
Public Interest Design	http://www.publicinterestdesign.com/
Design Corps	https://designcorps.org/
Design without Borders	http://designwithoutborders.com/
Stanford Review for Social Innovation	http://ssir.org/
Harvard Business Review	https://hbr.org/

An innovator doesn't wait for ideas to strike like lightning bolt. Rather, they are constantly looking out for opportunities to solve big and small problems and to make a positive impact. Human-centred design can support your innovation efforts. Try it out. Let us know how you have used and adapted this creative process in your professional context.

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