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INTRODUCTION TO HUMAN-CENTRED DESIGN

WHAT IS ACCELERATE IMPACT?

Accelerate Impact is a new, global initiative from the Aga Khan Foundation which stimulates the co-creation of innovative solutions with communities to increase our collective impact.

Accelerate Impact is premised on the idea that the next big idea could come from anyone, anywhere, from global experts and from community members alike. In fact, it is often the people whose daily lives are affected by certain challenges who hold insights that could be the key to powerful solutions. We seek to cultivate a culture of innovation both internally and in the communities we serve.

Research has shown that the best ideas arise from diverse teams with both lived experience and a variety of expertise. Multidisciplinary teams with diverse backgrounds, experiences, and perspectives tend to be more successful in accelerating innovation.

But what is social innovation? What is it all about? Social innovation is about improving value for the people we serve -- it's about creating solutions that have the potential to deliver greater impact, more cost effectively, sustainably, and at scale.

Through partnerships with communities, civil society, businesses, and government, Accelerate Impact will not only promote the design and co-creation of new solutions but also help scale and replicate those solutions that have the most potential to be impactful and sustainable over the long-term. Ultimately, the goal of Accelerate Impact is to bring meaningful and lasting improvements to the quality of life of the communities AKF serves.

Accelerate Impact focuses on:

DESIGN: Strengthening collaboration between diverse stakeholders and spurring new ways of solving problems using design as a strategy for stimulating the development, experimentation and testing of innovative solutions and programmes.

CAPACITY: Equipping teams with skills to design innovative programmes using tools like **Human-Centred Design** and co-creation. Empowering staff from all organisational levels to become more innovative, creative, adaptive and entrepreneurial.

ECOSYSTEM: Fostering an enabling ecosystem where innovation is open and accessible to everyone. Providing opportunities for talented, creative people across an organisation to have the necessary resources to take smart risks and apply their knowledge to test new ideas.

PARTNERSHIPS: Building partnerships with the private sector, foundations, and non-traditional actors to leverage new ideas, expertise, technology and funding.

LEARNING: Promoting a culture of continuous learning through cultivating user insights and authentic feedback in order to better implement, share, and expand on existing knowledge.

EVIDENCE AND SCALE: Using evidence to identify the most promising solutions and provide additional support to innovations that prove their impact, cost-effectiveness, and potential to scale.

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INTRODUCTION TO HCD

INTRODUCTION TO HCD

What is Human-Centred Design?

Human-Centred Design, a recognised approach for creating thoughtful experiences and systems, is a core practice of some of the most innovative companies and organisations in the world.

Human-Centred Design has been utilised to create consumer products, healthcare systems, retail spaces, fundraising events, policies and procedures, curricula and more.

The foundation of **Human-Centred Design** is a first-hand understanding of the **human needs and behaviours** in the systems being designed. Throughout the process, the design team works to gather evidence that will inform their decision-making later on.

It relies heavily on collaboration from a team, participation from potential end users and stakeholders, a willingness to find the solution through iterative cycles of learning, and a focus on action over planning.

Using the stakeholder-centred, iterative process of **Human-Centred Design** can also provide helpful structures for designing more equitable solutions for all people, including those who are traditionally underrepresented.

Even still, without a thoughtful, careful process, it is possible for teams to create solutions with unintended negative consequences, either to the community or the planet. Design teams must always be reflecting on the potential impact of their decisions in order to ensure that unintended harm is avoided.

By engaging the community in a participatory, collaborative process of co-creation and iterative feedback, **Human-Centred Design** can help to identify solutions that will address the root causes of problems and meet important needs.

ACCELERATE IMPACT'S THEORY OF CHANGE FOR HCD PROJECTS

If... Communities are engaged in co-design AND teams practice innovation mindsets & methods

Then... Solutions will be more desirable to the community, feasible and sustainable (and thus more innovative).

Therefore... We believe interventions developed through an HCD process will be able to solve problems that are seemingly intractable by identifying root causes, reframing the problem and creating our desired outcomes at scale because they meet the needs of the stakeholders.

Ultimately... The lives of those we seek to serve will be improved.
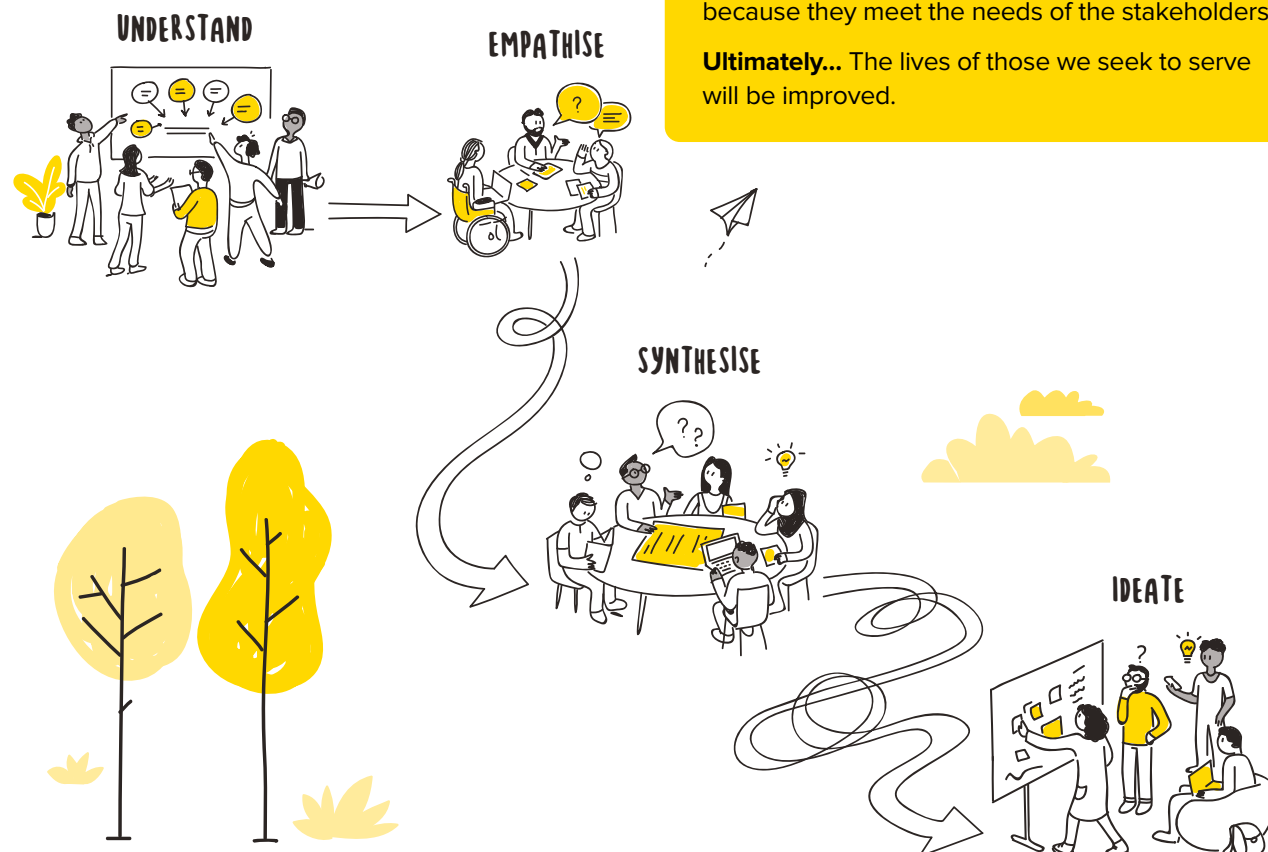
Human-Centred Design in social innovation

Human-Centred Design methodologies have gained increasing attention in social and development sectors in recent years. From progressive leaders of education reform to international development organizations, teams are leveraging **Human-Centred Design** to make change.

As we build awareness that social systems are actively designed, we continue to see the desire to equip leaders and teams with tools that are used by professional designers in order to creatively solve problems and actively imagine new futures.
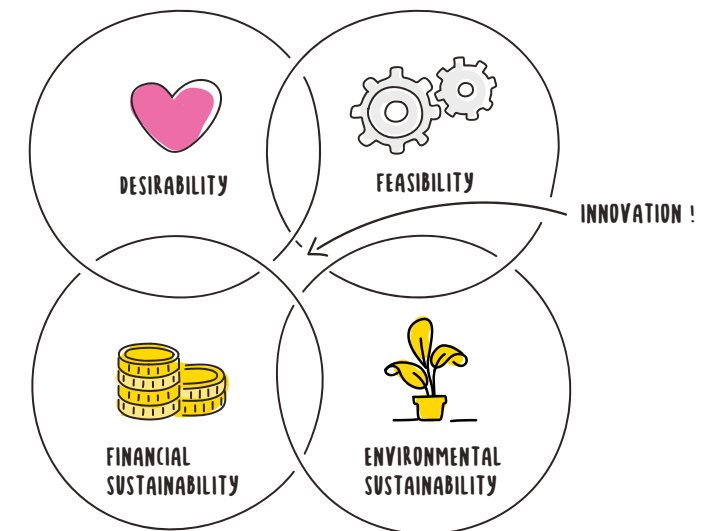
WHAT IS INNOVATION FOR US?

Social innovation is about improving the experiences of the people we serve. We can achieve this by creating and implementing culturally-relevant, cost-effective solutions that deliver better outcomes over the long-term.
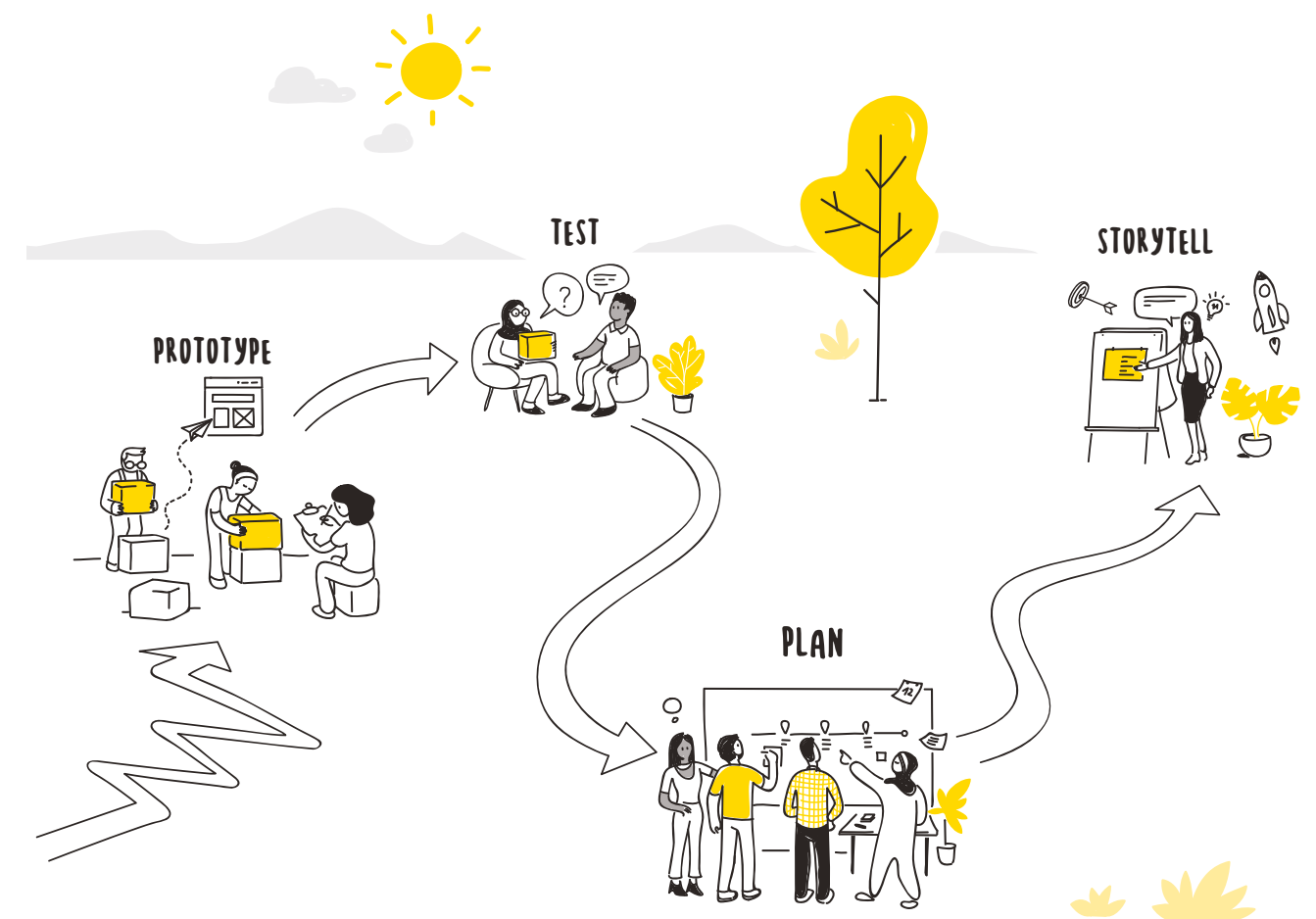
Phases of the design process

These Guidebooks are designed to support a design-based innovation process. This process will be led by local participants, empowering them to identify problems and create solutions in response to concerns identified through the data collected. This process will be open-ended and adaptable to the cultural contexts, resource constraints and opportunities of each unique community.

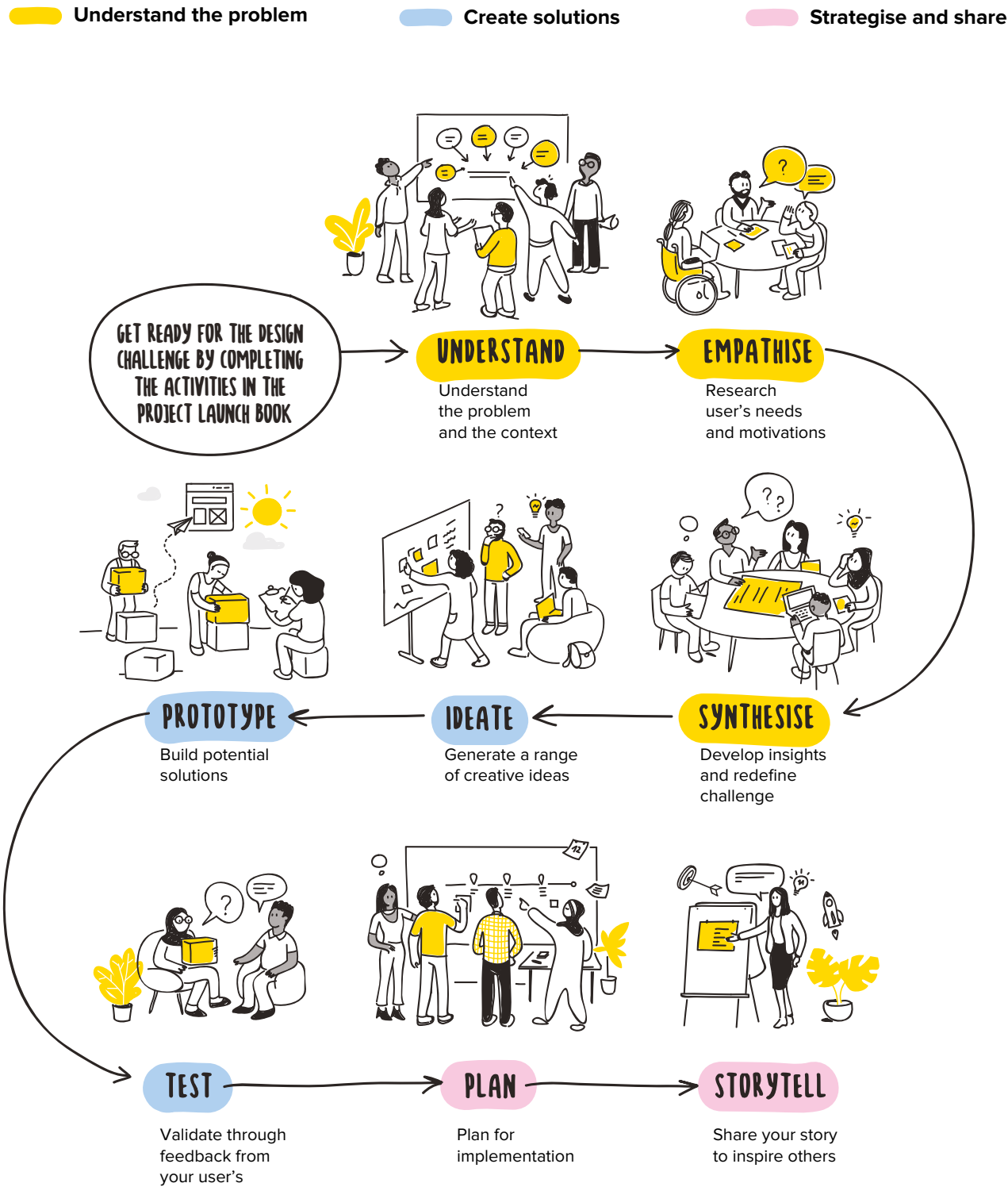Your goal in conducting this design process is to collaboratively identify the **root causes of challenges** in the community in order to design and test solutions that address those root causes and improve the lives of the community.

| Understand the problem | Create solutions | Strategise and share |

GET READY FOR THE DESIGN CHALLENGE BY COMPLETING THE ACTIVITIES IN THE PROJECT LAUNCH BOOK

UNDERSTAND
Understand the problem and the context

EMPATHISE
Research user's needs and motivations

PROTOTYPE
Build potential solutions

IDEATE
Generate a range of creative ideas

SYNTHESISE
Develop insights and redefine challenge

TEST
Validate through feedback from your user's

PLAN
Plan for implementation

STORYTELL
Share your story to inspire others

Balancing Human-Centred Design & technology in an innovation process

Innovation is often synonymous with technology. In fact, many technological advancements have created massive innovations in business as well as society. While technology can be a powerful tool to solve for human needs and scale solutions, it is not always required for an intervention to be innovative or impactful.
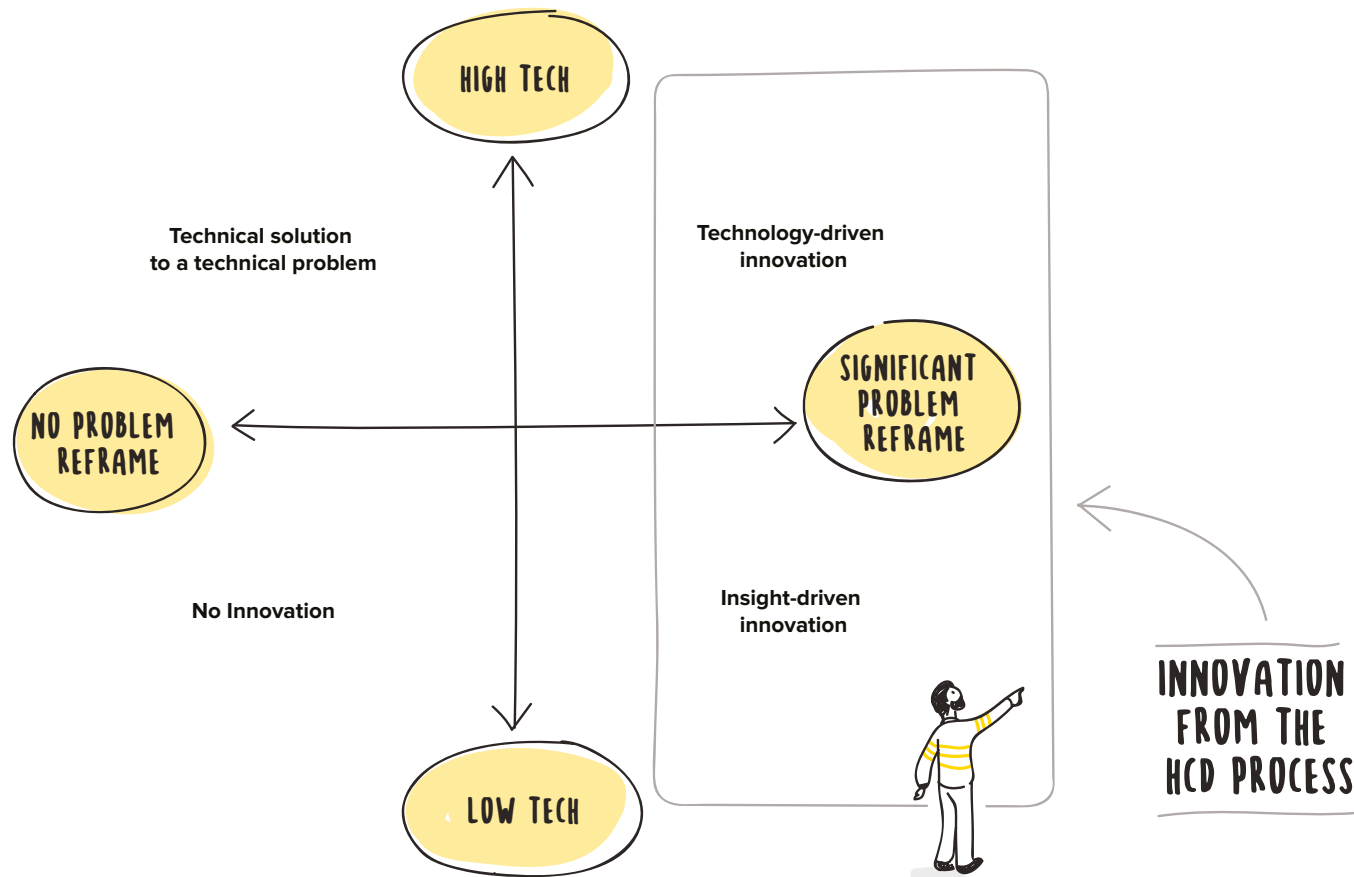
One of the great strengths of **Human-Centred Design** is the opportunity to uncover **innovation potential** through **reframing problems** around **human needs**. This is often called **problem-finding**.

Problem-finding is key to innovate problem-solving. Problem-finding allows a design team to step back, **question their assumptions** and learn from stakeholders in order to reframe problems and open up **new, innovative opportunities**.

Without rigorous and creative problem-finding, the design team is likely to come up with solutions that have been thought of before. Once the team has begun to develop solutions, technology may or may not drive the innovation process. Some of the solutions generated from the **Human-Centred Design** process **might not involve technology at all**, but that does not diminish their innovative and impactful nature.

Whether driven by technological advancements or whether driven by new insights into the needs and motivations of the stakeholders facing the problem, solutions have the highest potential for impact when they are generated from a human-centred process.

See the diagram below to reflect on how the relationship between technology and human insights relates to innovation generated through the **Human-Centred Design** process.

HIGH TECH

Technical solution to a technical problem

Technology-driven innovation

NO PROBLEM REFRAME

SIGNIFICANT PROBLEM REFRAME

No Innovation

Insight-driven innovation

LOW TECH

INNOVATION FROM THE HCD PROCESS

Convergence & divergence

As designers move through the design process, they move between **divergent thinking** (unconstrained, generative work) and **convergent thinking** (analytical, evaluative work).
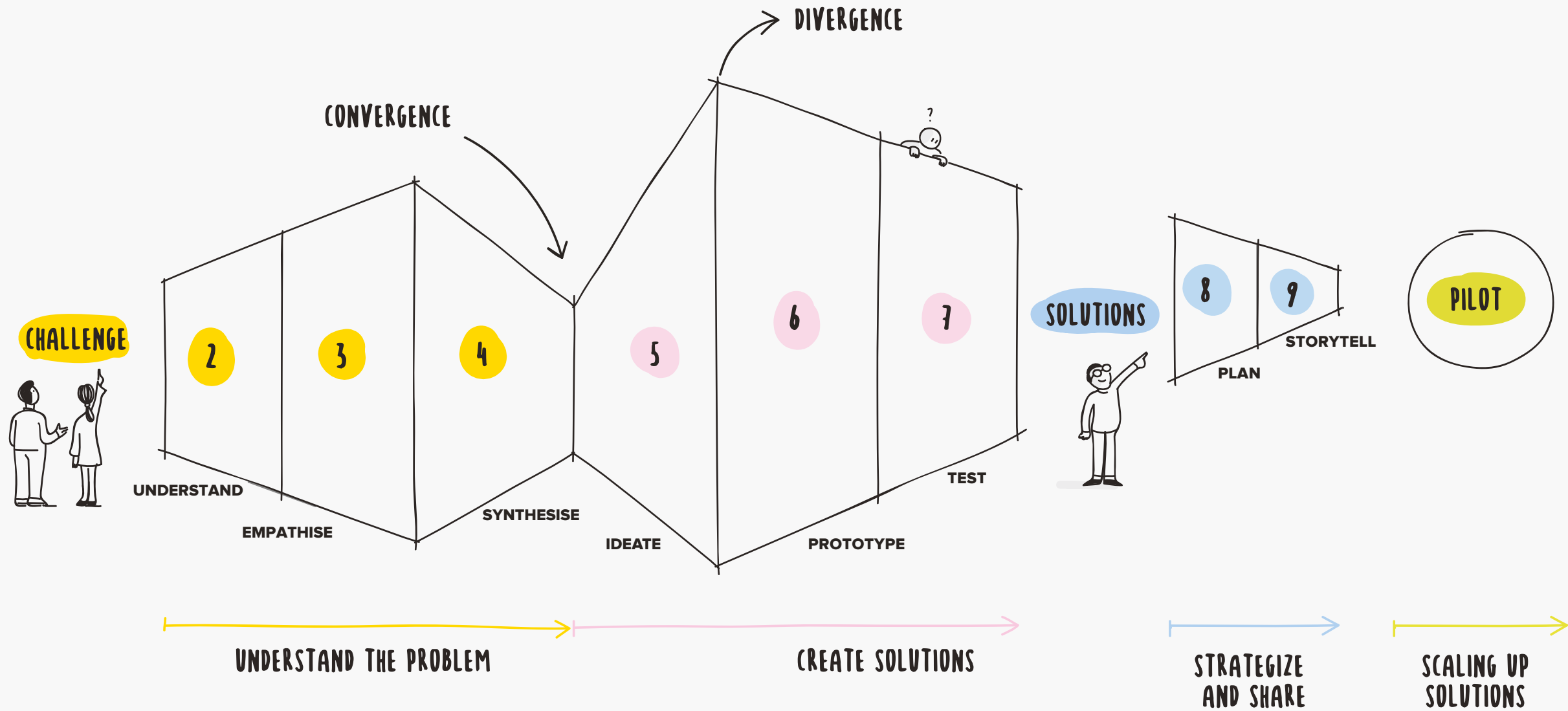
This allows designers to question assumptions, reframe problems and generate ideas while also taking action to move ideas forward from concept to reality.

Design mindsets

The mindsets of **Human-Centred Design** help practitioners to utilise the tools and meet the objectives of the phases.

- Elevate the lived experiences of stakeholders to be as important as technical expertise
- Share power and decision-making with community members
- Work together to understand the context
- Look carefully to understand potential problems and opportunities
- Stay optimistic that you can solve the problem

- Hold back on solving the problem until your team has learned from stakeholders
- Get inspired by people - active listening is a source of creative inspiration
- Put aside biases and assumptions about what you think the problem is - listen to the stakeholder
- Seek new perspectives on old problems
- See opportunities in constraints
- Get comfortable with navigating contradictory information

- Many ideas lead to good ideas
- Idea generation is not the time for evaluating ideas
- Brainstorming is a collaborative team activity
- Allow yourself to think of wild ideas
- Prototype early and often in order to learn about your idea
- Start small to make big change
- Show don't tell
- Many cycles of prototyping & testing are necessary to develop an idea
- Feedback is a gift to improve your ideas

DIVERGENCE

CONVERGENCE

CHALLENGE

2 3 4 — UNDERSTAND / EMPATHISE / SYNTHESISE

5 6 7 — IDEATE / PROTOTYPE / TEST

SOLUTIONS

8 9 — PLAN / STORYTELL

PILOT

UNDERSTAND THE PROBLEM → CREATE SOLUTIONS → STRATEGIZE AND SHARE → SCALING UP SOLUTIONS

Design work: problem discovery and concept development

At the beginning of any design project, your design team will have more questions than answers.

As your team launches your design process, you will gather information and gain insight which helps you to better define the problem and potential solutions.

This part of your design work often is driven by the **Understand, Empathise, Synthesise and Ideate Phases** of the design process.

However, it is also possible for design teams to continue to learn about their context and the problem through the **Prototype and Test Phases** of the design process.

This process of discovering and defining the problems and needs of the community and generating possible solutions culminates in your design team selecting a **small number of ideas** to advance.

Once your team has an idea you want to advance, you will transition into concept development work.

At the beginning of this work your team will start with small prototypes designed to test specific assumptions and constraints. As your team iterates and refines your idea, a **larger concept** will begin to emerge.

During this part of the concept development process, your team will begin to imagine how you might implement this concept and you will develop a story to tell to engage decision-makers and community members. This part of your design work is driven by the **Prototype** and **Test Phases** of the design process.

From there, your team might consider a pilot, using the **Plan Phase** and **Storytell Phase**. A pilot is a larger, more formal test of the concept.

DISCOVER

DEVELOP

UNDEFINED CHALLENGE

DEFINED PROBLEM

SOLUTION GENERATION

THE IDEA

PROTOTYPE

CONCEPT

PILOT

UNDERSTAND → EMPATHISE → SYNTHESISE → IDEATE → PROTOTYPE → TEST → PLAN → STORYTELL
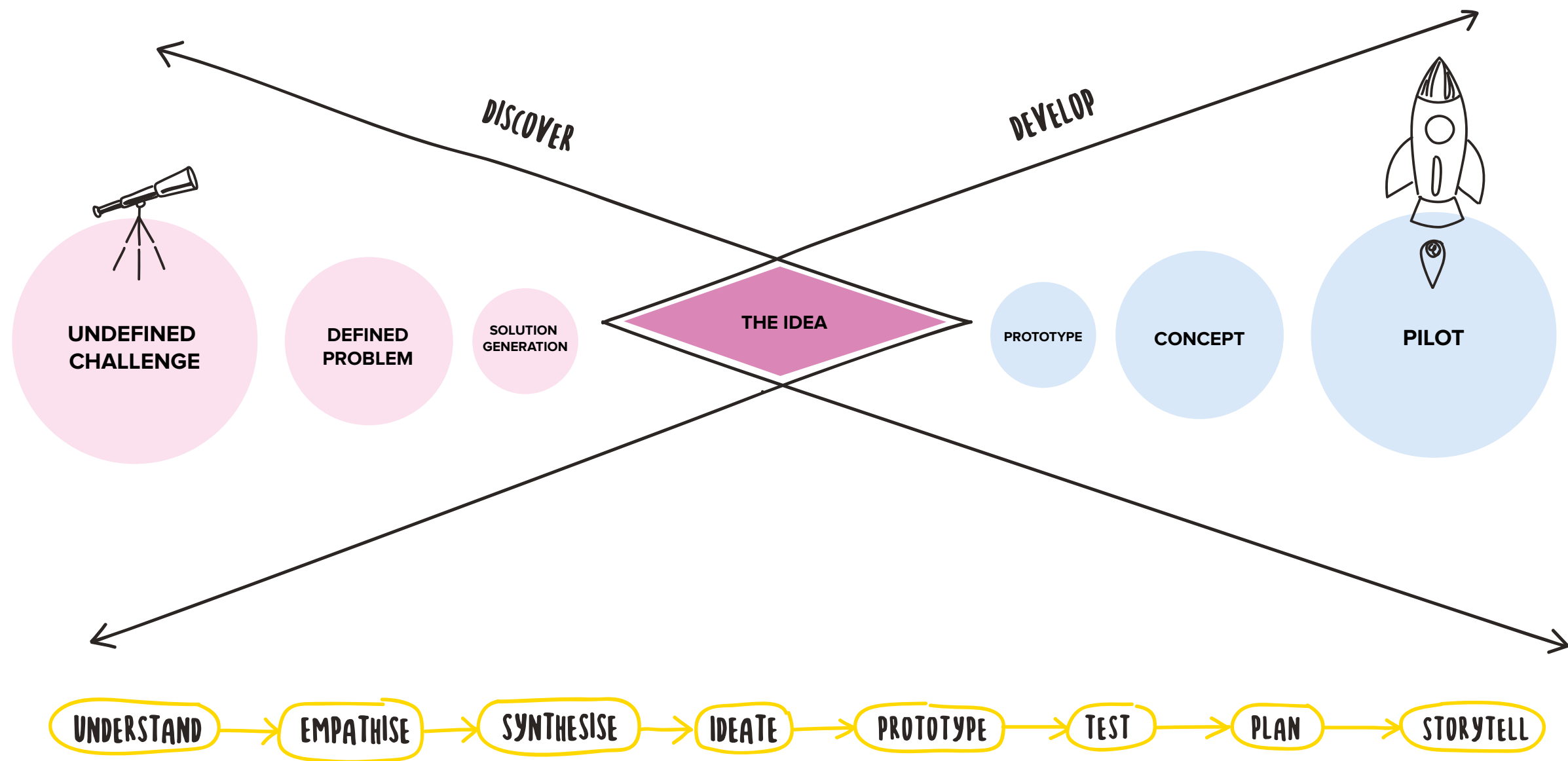
Design & nonlinear work

Often people believe that an innovation process is linear -- a process that starts in one place and ends with a groundbreaking idea. In fact, **Human-Centred Design** is a nonlinear process where designers start with understanding their stakeholders and as the process unfolds, they decide which phases of the process will be most helpful.

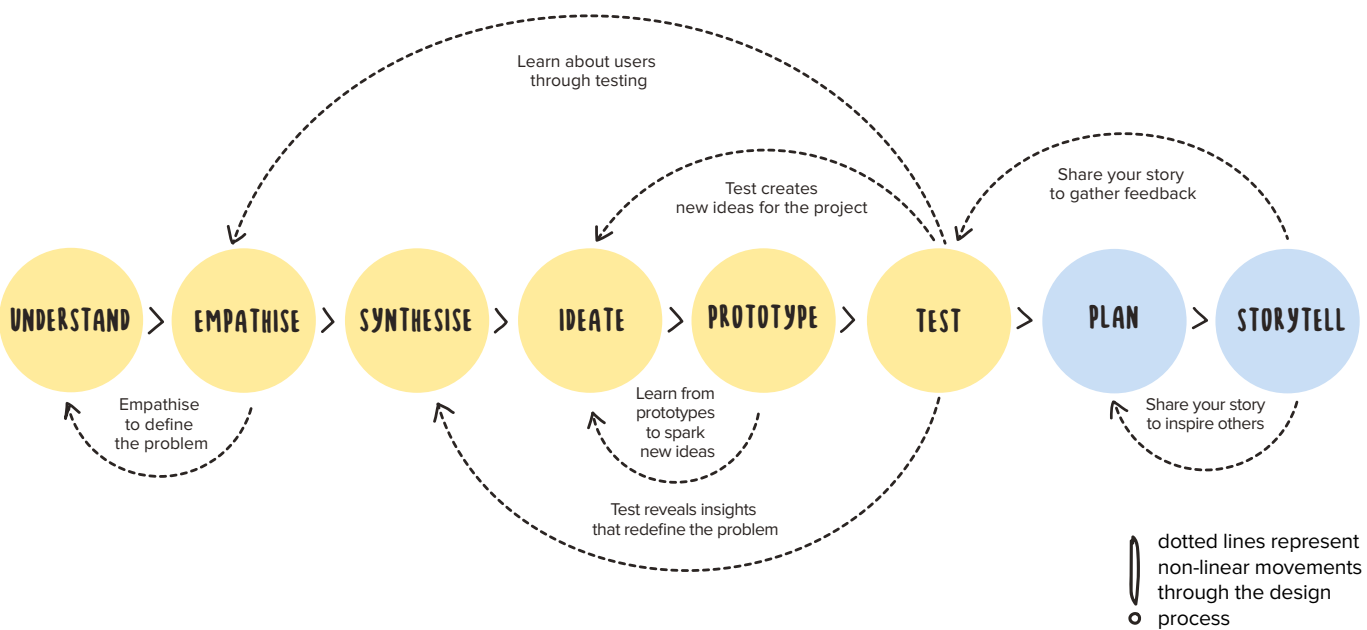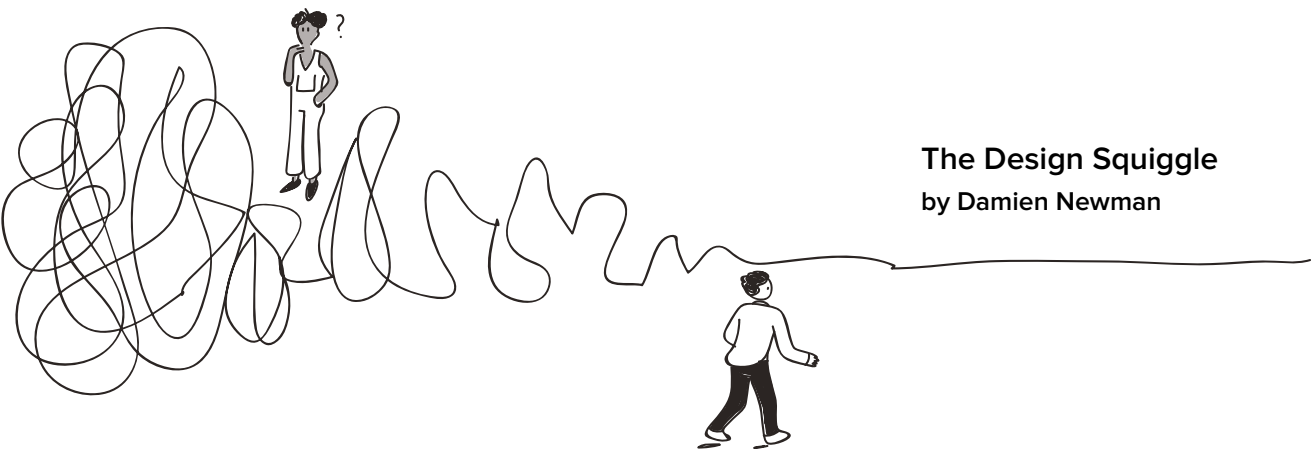Regardless of the order in which the phases unfold in a design process, the goal is for the design team to gain clarity and confidence in their idea over time. What starts out as an opaque process becomes clearer and clearer through design work. It is a part of your role as a design team member to help navigate the process as you go.

The Design Squiggle
by Damien Newman

Learn about users through testing

Test creates new ideas for the project

Share your story to gather feedback

UNDERSTAND > EMPATHISE > SYNTHESISE > IDEATE > PROTOTYPE > TEST > PLAN > STORYTELL

Empathise to define the problem

Learn from prototypes to spark new ideas

Share your story to inspire others

Test reveals insights that redefine the problem

dotted lines represent non-linear movements through the design process

GLOSSARY OF TERMS

As you work through this toolkit, you may encounter new words or phrases. Use the glossary to help define these words.

- **Accelerate Impact:** Accelerate Impact is an initiative within the AKF dedicated to creating and nurturing a culture of innovation and social impact with teams and projects, both internally and with external partners such as USAID.

- **Assumption:** A person's beliefs that are not based on facts or evidence.

- **Brainstorm:** A process for creating a large number of ideas.

- **Civil Society Organization:** A Civil Society Organization is a group of people that operates in the community in a way that is distinct from both government and business (schools, NGOs, religious groups, etc.). Civil Society Organizations (CSOs) perform a variety of services and humanitarian functions.

- **Co-creation/co-design:** Co-creation/co-design is a process where community members and those who have firsthand experience with your project challenge are invited to join the design team as equal members of the project with equal status and decision-making power.

- **Community:** A group of stakeholders who live and work in the context of the design challenge and are invested in the outcomes of the work.

- **Community-Based Design:** Community-based design describes a spectrum of design process models that engage the community as participants in varying degrees of intensity.

- **Co-designer:** A co-designer is a member of the community (someone experiencing the problem first hand) who is joining the design team as an equal member.

- **Concept:** A robust idea that has been developed through multiple rounds of prototyping.

- **Design Coach:** A Design Coach is a person with formal design training who is advising and guiding your design team and who offers critical feedback to help improve your design work.

- **Design Lead:** A Design Lead is a person embedded on your design team who is in charge of organizing the group, keeping the group on track and coordinating with the Accelerate Impact team, Design Coach, Co-Designers and stakeholders.

- **Design Process:** The design process refers to the phases of **Human-Centred Design** and the tools and methods a design team uses to complete their design project or design challenge.

- **Design Project/Challenge:** A design project or design challenge is an established and bounded effort to address a problem using the methods of **Human-Centred Design**.

- **Design Sprint:** A design sprint is a rapid design project, where the design team sets aside dedicated, concentrated time to make progress on a design challenge. Design sprints help teams to gain momentum and complete design projects over a shorter period of time.

- **Design Team:** A Design Team is a group of individuals who have fully committed to completing the work of the design challenge through dedicated time and effort.

- **Desirability:** Considers how much the people closest will benefit and whether those who will benefit from the solution actually want the solution. This includes understanding whether the solution meets a specific need and if the stakeholders value the solution.

- **Equality:** An approach where resources are distributed equally regardless of need.

- **Equity:** An approach where every person, regardless of who they are, is given what she, he or they needs in order to survive and thrive.

- **Feasibility:** The ease with which a team or organisation can implement the solution. When looking at the feasibility of a solution, you might consider if the organisation (or a partner organisation) have the technology and resources needed to complete this project successfully and if those resources attainable.

- **Fieldwork:** The work that you will complete in the community, engaging with stakeholders to gain a deeper understanding of the problem.

- **Generate:** The process of creating something.

- **Headline:** A brief (few words) description - just like a newspaper headline.
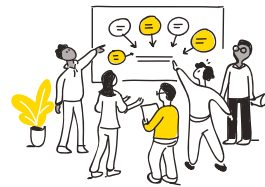
GLOSSARY OF TERMS

- **HMW:** How Might We is a question structure used to reframe a need or problem into an opportunity. It emphasises the collaborative and exploratory nature of generating a lot of ideas.

- **Human-Centred Design:** A set of tools and mindsets that are well-suited to create social impact, and can be deployed in projects that span from user-centred design to participatory design.

- **Inequity:** A circumstance in which some people get more resources than others; those with less do not have what they need to survive and thrive.

- **Innovation:** A process that yields new, novel and impactful solutions to seemingly intractable problems.

- **Innovation potential:** The opportunity to implement innovative solutions that arises from a combination of the conditions in the community, the nature of the problem, and the willingness to invest in a creative problem-solving process.

- **Iterate:** Make improvements to an idea based on feedback.

- **Lived experience or lived expertise:** The idea that community stakeholders have unique and valuable expertise that is extremely important to elevate during the design process. Because they have experienced a context, lived in a community and/or faced the challenge firsthand, community stakeholders can add vital perspectives and insights that can increase the innovation potential of ideas and the effectiveness of their implementation.

- **MURAL:** MURAL is an online platform for collaboration on design projects. Each guidebook has a customize MURAL board that your team can copy and use to capture your design work.

- **Needs:** The motivations or desires of a stakeholder.

- **Participation:** Participation refers to the amount of time a member of the design team can give to the project as well as the way they contribute and influence the results of the project. Some co-designers may participate fully and some may only participate part of the time because of resource constraints. It is important that the design team works to create a team culture that invites active participation of all team members by encouraging contributions and creating a safe space to share no matter your status in the group.

- **Participatory design:** Participatory design is an approach to problem-framing, solution generation and implementation that seeks to involve the beneficiaries of the potential solution at all stages of the design process in order to improve the success of the solutions implemented.

- **Persistence of the problem:** Persistence of the problem refers to how long this problem has created negative outcomes for stakeholders and how resistant the problem is to potential solutions. If many interventions have been implemented and the problem continues, it is a persistent problem.

- **Pilot:** The beginning of implementing an initiative when the idea is still being developed and refined.

- **POV:** A Point of View statement is a framework for communicating the needs and motivations of a specific stakeholder. These statements are developed based on what you learned from specific people and the details of their lives and experiences.

- **Power:** Power is the amount of influence and control one has to make decisions and allocate resources. Power is often concentrated at the top of the hierarchy or with certain high status groups (men, educated people, people in the religious majority, etc.). In Human-Centred Design, we seek to flatten the hierarchy and share power amongst all the members of the team.

- **Problem space:** The problem space defines all of the related components of a particular problem you are working to solve, including the context, the stakeholders and any additional factors that influence the problem. Who is most impacted? What are the factors involved in the problem? What is the history of the problem?

- **Project Pathway:** A project pathway is a recommended sequence of tools and a time period for completing those tools that is curated based on the needs and opportunities of the design challenge and the problem space.

- **Prototype:** An early experiment that allows you to test your idea before investing a lot of time and money. A series of prototypes happen before a pilot.

- **Qualitative Research:** Information gathered during fieldwork from firsthand interactions with stakeholders closest to the problem you are working to solve.

- **Quantitative Data:** Numbers and statistics that communicate important information about the problem. Quantitative data can often be analyzed by demographics as a powerful tool to surface inequities in the community.

- **Question assumptions:** Questioning assumptions asks a person to investigate their beliefs about a problem or solution. While their beliefs may be based in evidence or experience, applying those beliefs in a new context means that those beliefs are no longer based on facts or evidence, but reasonable conclusions based on other contexts. Questioning assumptions is an important step in the design process because it asks us to let go of what we think we know and deeply engage with the stakeholders to learn more.

- **Reflection:** The process of thinking about your own work in order to improve it.

- **Reframe the problem:** Reframing the problem involves stepping back and seeing a problem from different perspectives and new angles. By reframing a problem, design teams can open up new opportunities to solve a problem, potentially addressing root causes or finding creative new ways to implement a solution.

- **Resolution:** The amount of effort and resources required to reach a certain standard of craftsmanship.

- **Root causes:** What are the underlying causes of a problem? These causes may not be immediately evident but might require further research and reflection to uncover and identify. If root causes are addressed, seemingly intractable problems can be resolved or alleviated.

- **Scale:** The number of stakeholders that a solution reaches.

- **Scale the solution:** Scaling the solution involves increasing the number of stakeholders that a solution reaches. During the **Human-Centred Design** process, only a few stakeholders might benefit from a solution. As the project transitions into a pilot and then full implementation, the number of stakeholders reached by the solution should increase. The opportunity to scale a solution is also an important factor in determining how many resources should be leveraged for the design project.

- **Sketch:** A quick, imperfect drawing that helps you visualise your ideas.

- **Social Innovation:** A process that yields more equitable and effective solutions to seemingly intractable problems by elevating the lived experiences and expertise of stakeholders closest to the problem.

- **Solution:** An intervention developed through your design work that you believe will meet the needs of the stakeholder.

- **Stakeholders:** The people who are impacted by and/or have influence on the problem you are working to solve.

- **Environmental Sustainability:** The considerations made to ensure that any solution implemented reduces negative impacts on the environment and the climate.

- **Financial Sustainability:** The clear plan for implementation and sustaining the intervention by defining if the anticipated impact warrants the use the proposed resources.

- **Synthesise:** The process of analyzing information in order to make sense of it and find new meanings.

- **Technical Expertise:** Technical expertise is gained through formal training and years of work. Often, technical expertise is the only kind of expertise recognised by organizations. While extremely valuable, people who rely on technical expertise sometimes miss insights and perspectives gained from lived expertise.

- **Technical Solution:** A technical solution is one that is focused on an intervention informed by a body of research that demonstrates the best practices of a discipline; often grounded in science, medicine or engineering, these solutions are best developed by technical experts. The best role for HCD in implementing a technical solution is to understand how to create community buy-in to the solution.

- **Test:** The process of trying out your prototype with real stakeholders in order to learn more about the solution.

- **User-Centred Design:** User-Centred Design is a process where stakeholders are consulted about their experiences, but are ultimately not put in a position to make the decisions about the solutions created.

- **Workshop:** The opportunity to convene in a larger group to do collaborative design work.

TOOLS OF EACH PHASE

Below are all of the tools in each phase of the **Accelerate Impact HCD process**. In the **"Customise Your Design Process"** section of this Guidebook as well as in the **"Design Your Design Work"** section of the **Project Launch Guidebook,** you will have the opportunity to customise your design process based on the requirements and constraints of your project.

This process of customisation will guide your design team towards the phases and tools most appropriate for this project; some phases and tools might be eliminated.

Although we are asking your team not to skip the phases and tools that have been recommended, we invite your team to adapt and modify the tools to best suit your cultural context.

Please work with your **Design Coach** in order to ensure that any changes you make still achieve your goals for the process.

Each of the design phases below has a PDF, a printable resource and an online MURAL board for collaboration.

UNDERSTAND

- Mindmapping
- Smooth Sailing
- Stakeholder Mapping
- Problem Definition
- Causes, Effects & Aspirations
- Measuring Aspirations through Behaviour Change
- Problem Space Reflection
- Challenge Brief Template
- Problem Launch Reflection
- Reference List
- Do you have an idea?

EMPATHISE

- Design Research Modes
- Plan Your Design Research Process
- Engage Mode Overview
- Additional Interview Strategies
- Brainstorm Interview Questions
- Interview Notes
- Reflecting & Iterating After An Interview
- Immerse Mode Overview
- A Day in the Life: Notes
- A Day in the Life: Journey Map
- Observe Mode Overview
- Observation Notes
- Persona for Real
- What Did You Learn?

SYNTHESISE

- Finding Themes in Your Design Research
- Making Meaning of the Themes
- Connecting Insights to Stakeholders #1 & #2
- Point of View Statements #1 & #2
- How Might We Questions

IDEATE

- Preparing to Brainstorm
- Solo Brainstorm
- Brainstorm Example
- Brainstorm Tips
- Brainstorm!
- Sorting for Selection #1
- Sorting for Selection #2
- Sorting for Selection #3
- Identifying High Potential Ideas
- Idea Selection
- Selecting Innovative Ideas
- Selecting One Idea to Advance
- Zoom out to Get the Big Picture

PROTOTYPE

- What is a Prototype?
- Zoom in on the Details
- Zoom in on the Experience
- Prioritizing Assumptions
- Sketching Prototyping Strategies
- Selecting the Best Prototyping Strategy
- Using Your Prototype to Create an Experience
- Plan a Prototype

TEST

- Tips for Designing & Testing Prototypes
- Test Your Prototype
- Reflection Grid
- Reflect on the Details
- Learning About Your Assumptions
- Scaling Up Your Ideas
- What's Next?
- Design Principles
- Why is Your Solution Innovative?
- Increase Your Solution's Innovation Potential
- Refine Your Concept

PLAN

- Plan Your Intervention
- Project Planning: Strategy
- Project Planning: Timeline

STORYTELL

- Demonstrating Desirability through Storytelling
- Demonstrating Financial Sustainability through a Theory of Change
- Demonstrating Environmental Sustainability through Green Considerations
- Demonstrating Feasibility through Strategy
- Preparing a Project Playbook
- Preparing the Pitch
- What Does It Mean to Pitch Your Idea?
- Preparing to Create Your Pitch
- Preparing to Your Pitch Deck & Presentation

Preserving the integrity of the design process

The foundation of **Human-Centred Design** is a first-hand understanding of the **human needs and behaviours** related to the problem your team is solving, followed by decision-making that is based on that understanding.

To preserve the integrity of the **Human-Centred Design** process, we are requesting that you commit to the following components of your design challenge:

- **Engaging with stakeholders** in one-on-one interviews to deeply understand their perspectives, needs and motivations.

- **Working collaboratively** as a team when possible.

- **Generating many ideas** before selecting one to move forward.

- **Trying an idea in a small-scale prototype** in order to test your assumptions before committing to implementing the idea.

If you and your design team fully commit to all of those steps, you will maximise the innovation potential of conducting a design challenge. If you skip any of those steps, you will compromise the potential to create solutions that actually improve the lives of the stakeholders you serve.

If you are unable to commit to all of the tools, work with your Design Coach and leverage the **Design Your Design Work process** in the **Project Launch Guidebook** to plan a design process that aligns with the resources dedicated to your project.

Regardless of the time you are able to put into a project or the methodology your team is using, it is critical that you are always reflecting on the potential impacts of your decisions so that you can work to avoid creating unintended harm to people or the planet.

Learning the design process is a process

Learning and applying the design process is no different than any other skill that we learn, practise, apply and adapt. When we begin learning a new process - say cooking for example - we tend to rely on our teachers or those with more experience to guide us. As we gain confidence, we might start to cook more on our own but still depend on a recipe for instructions.

If we can build more confidence and more skills, we might begin to cook without a recipe by using our intuition, our previous experience and the courage we have developed over time. People who cook with that kind of competence and confidence are chefs.

It is important to remember that no one is born a chef. Some of us might enjoy cooking or have a natural ability with cooking that propels us to becoming a chef faster than others. But, even the most talented chefs have teachers, mentors and resources that they lean on along the way.

The design process is no different. Take advantage of your teachers, mentors and all the resources provided to you as you begin to grow as a designer. But, at the beginning, don't hesitate to follow the design processes described in these resources like a recipe. They will guide you to excellent outcomes even before you are fully able to design on your own.

As you gain confidence and competence, know that your ability to forge your own path and rely on your intuition and expertise will grow.

EQUITY
&DESIGN

EQUITY & DESIGN

As more and more social innovation efforts have adopted **Human-Centred Design**, there has been a growing conversation around the role of design and the designer in driving social change. The conversation has focused on the realization that those who are making decisions that impact others (designers) are in positions of power. By leveraging **Human-Centred Design** with an equity lens, those who typically make decisions can share the power and access they have by engaging the community and elevating their voices in the decision-making process.

By prioritising equity in our actions and decisions, we can actively work to dismantle structural inequities and redesign social systems to ensure that even those who are furthest from opportunity and decision-making power have influence on the resources deployed in their community.

It is critical that our design work includes and elevates the voices of those who are often under-represented because of race, ethnicity, class, religion, gender, disability, immigration-status, national origin, sexual orientation and marriage status and other marginalised identities.

The **Human-Centred Design** process outlined in this set of Guidebooks integrates equity-centred practices and reflections throughout in order to support those who are using the resources to ensure that they are practicing design that elevates life experiences and amplifies the voices of those who are experiencing the problem at the centre of any design project.

Through a careful, thoughtful process and by elevating the voices of those closest to the problem, your design team can avoid implementing solutions that might cause unintended harm to people or the planet.

Human-Centred Design describes a spectrum of design process models that engage the community.

The different approaches are on a spectrum related to how the community is engaged. a **User-Centred Design** approach involves interviewing stakeholders and soliciting feedback. **Co-Design** is a process where the design team use the tools and methods of **Human-Centred Design** but the design team is made up of a mix of external experts and community members. In some cases, the community does all of the design work and holds all of the decision-making power. In these cases, the external experts facilitate the design process but do not influence its outcomes. This is **Community-Led Design**.

The strategy your design team select should reflect the needs and desires of the community. Do community members have time to participate? Would they feel comfortable speaking up? What are other factors that might influence their experience participating on the design team? We have created several reflection questions to help guide your team's process for choosing a strategy. You can find these questions in the **"Selecting a Human-Centred Design Strategy"** section in the **Project Launch** Guidebook.

In the following pages, we have created several diagrams to illustrate the power dynamics of decision-making and development work. Consider these dynamics as your design team are selecting your strategy for engaging the community in your design and decision-making process.

Transparency and sensitivity to these dynamics are essential to engaging the community in a way that is both ethical and respectful. Without considering and acknowledging these dynamics, your design team risk making promises you cannot keep or even causing harm to those who are vulnerable.

This can cause the community to lose trust in the organization, thus making any future efforts more difficult.

PARTICIPATION & POWER:

The relationship between the work you do and the power you have in the design process

When choosing how to engage your community in your design process, it is important to consider where the power to make the decisions about the project lies and be transparent about those decision-making structures before community members engage in the project. If you are not clear with community members about their role in the process, the community members might end up feeling used or exploited.

Will participants be asked to share their opinions but not otherwise be engaged in the decision-making process? Or, will community members fully participate in the creation and decision-making process? What is culturally appropriate and feasible given different demands on stakeholders' time?

If the decision-making structures will not allow for community members to participate fully, it is better to invite them to share their thoughts through a more **User-Centred Design** approach. If the decision-making structures will allow for community members to participate fully, then inviting community members to join a **Co-Design or Community-Led Design** process is appropriate.

Once you have invited external experts, community members and stakeholders to participate in the design process, it is important to think about how they will engage with each other. How your design team works together has implications for the power and status each person will have during the project.

For example, the community members are involved in the design process but their preferences end up not being considered -- the organisation implementing the project ultimately decides what solution gets implemented

For example, the CEO of the organisation does not participate in the design process and makes all the decisions about the solution
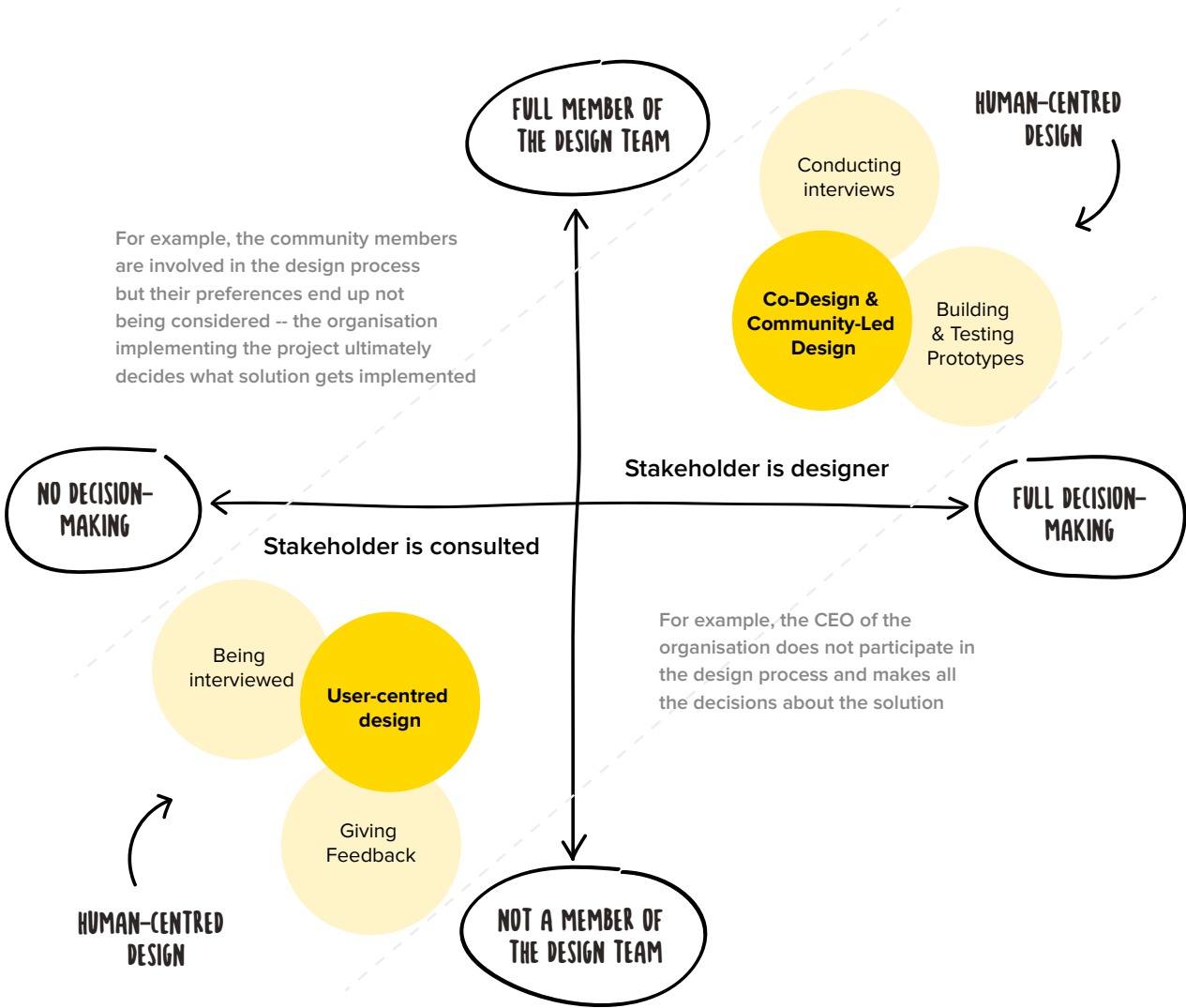
RELATIONSHIPS TO OUTCOMES:

The participants' personal connection to the solution

When initiating a design project, it is important to think about the members of the design team, their **proximity to the problem** and their **relationship to solutions** that will be implemented. This is important to consider because those stakeholders who will be impacted by the decisions made are more vulnerable to the process. By recognising those power structures, you will be able to address those dynamics and ensure that the voices of those who are closest to the problem are being amplified.

In this diagram, you can see the relationship between the level of participation on the design team and the participant's proximity to the solution being implemented.

The lower two quadrants represent more traditional approaches to development work. The centre represents civil society organizations that are more rooted in the community but often use traditional decision-making approaches.

The top two quadrants represent participatory design models that include participation of community members and stakeholders. This relatively new way of working offers an opportunity to **engage those closest to the problem in the decision-making process** to ensure that what is implemented actually **meets the needs of the community.**
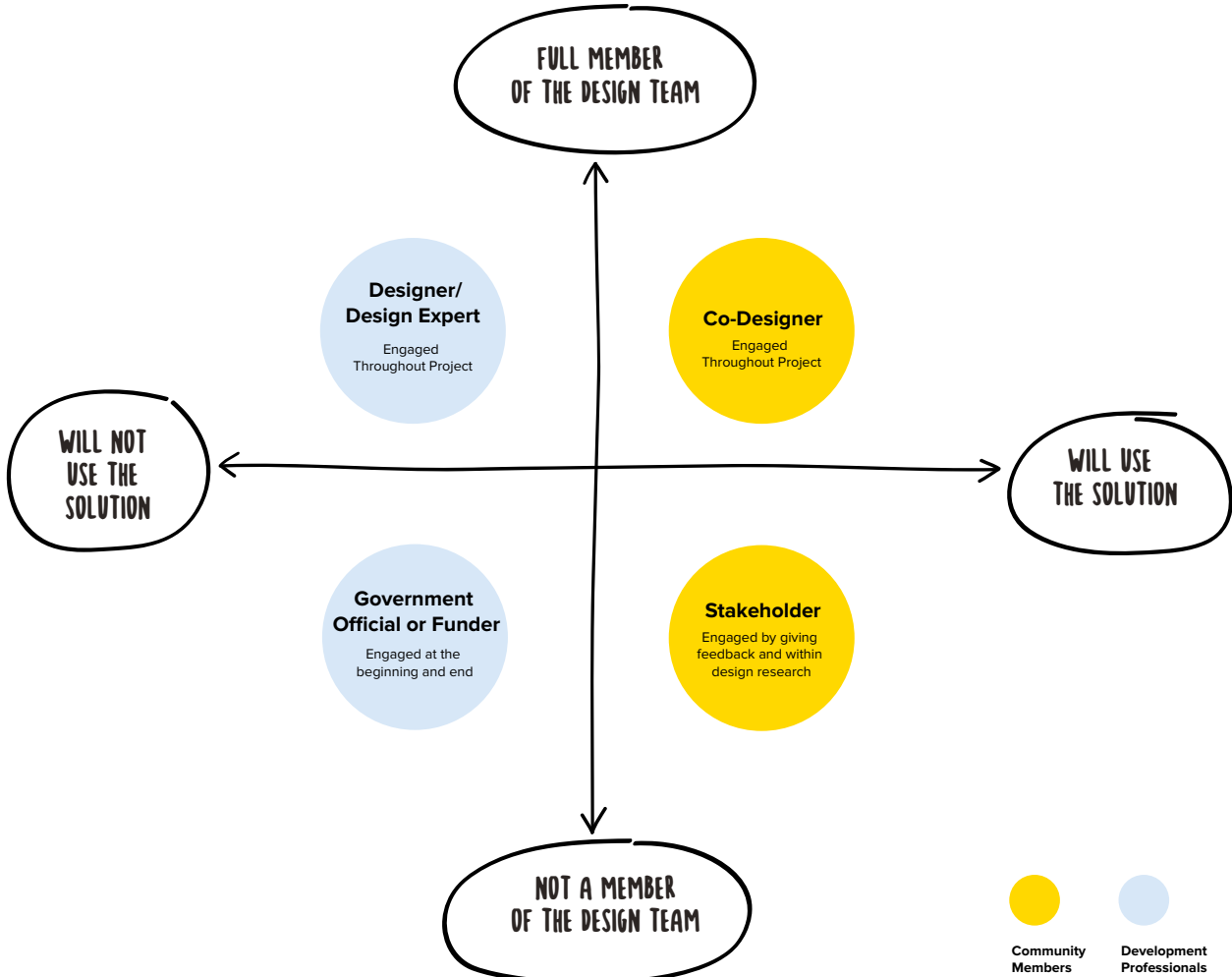
PARTICIPATION AND EXPERTISE:

Overlapping relationship of experience and influence

When initiating a co-design project, it is important to think about all of the participants and their expertise related to the problem. Different types of expertise can influence a design project in valuable ways. For co-design projects, a range of expertise, both lived and learned (subject matter experts and experts in Human-Centred Design) are desirable.

Are members participating because of technical (design or otherwise) expertise or because they have expertise from their lived experience? Do some participants have both lived expertise and technical expertise?

It is important to recognise and validate **all of the different types of expertise** that people are bringing to the team. This will also help you to ensure that technical expertise is not implicitly or explicitly valued more than lived experience.

This person might represent a perspective from the global north, with expertise in social impact design, who travels to the region to join the project and lend their expertise.

This person is a member of the community who joins the design team to both represent their personal experience and what they know about their community. This person guides the team to make the most beneficial decisions from the local perspective.

FULL MEMBER OF THE DESIGN TEAM

Traditional design

Co-designer

TECHNICAL EXPERTISE

Collaborators

Partial Co-Designer

LIVED EXPERTISE

Funder, Government, Collaborators

User Centred Design Subject

NOT A MEMBER OF THE DESIGN TEAM
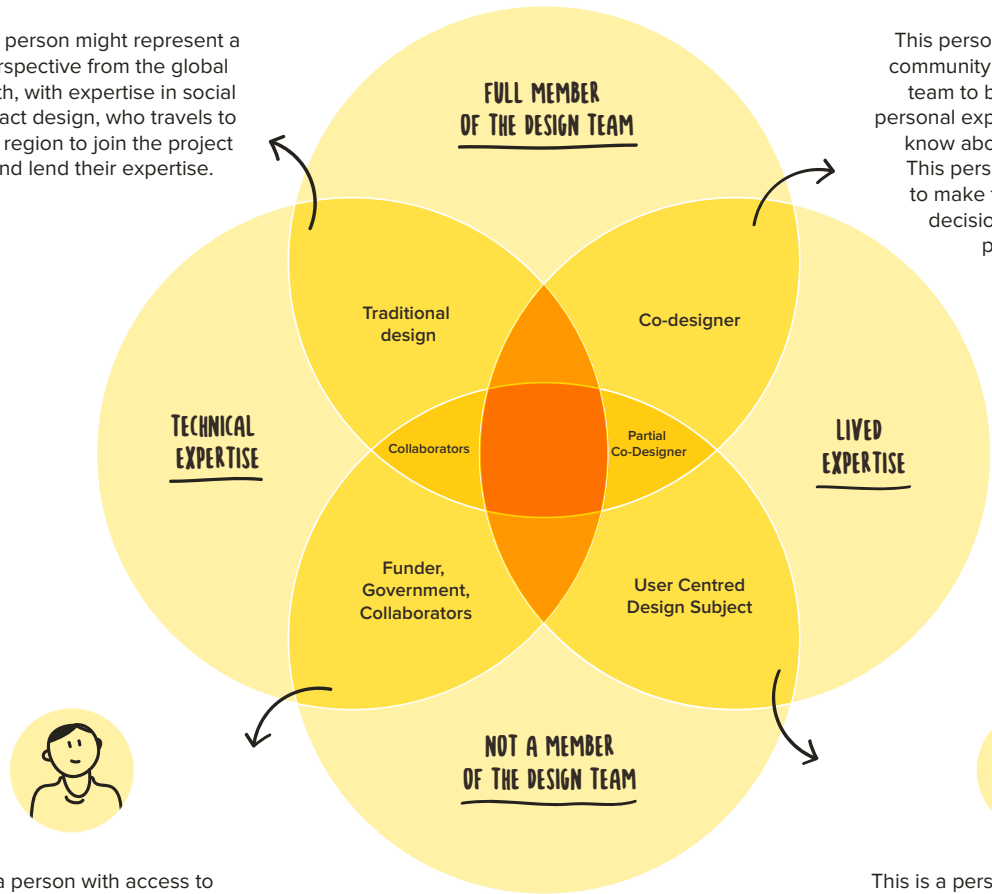
This is a person with access to power and privilege who lends support and allocates resources but may never visit the context of the project or work directly with the design team.

This is a person who has developed lived expertise by way of their life experience. They may lend support to the project by agreeing to be interviewed or to give feedback on a solution, but they are not a formal member of the design team and do not ultimately have decision-making power.

STRATEGIES FOR ENGAGING THE COMMUNITY IN HUMAN-CENTRED DESIGN

The following section discusses **community engagement strategies for Human-Centred Design.** These models include the different approaches to community engagement in Human-Centred Design as well as when and why to select these different strategies to create more equitable solutions.

When you are engaging community members in the design process, either as stakeholders sharing feedback or as members of the design team, it is **best practice to compensate the community members for their time and their contributions** to the project.

This aligns with the equitable practices in design that honor the range of privilege that might differ among design team members and community members.

When you are using your **Project Launch Guidebook** to prepare to launch your design project, you will find the **"Questions to Consider When Selecting a Human-Centred Design Strategy"** section. This section includes questions to reflect on to help your design team make decisions about how to best engage the community in a participatory design process.

MODELS FOR COMMUNITY-BASED DESIGN

Human-Centred Design describes a spectrum of design process models that engage the community as participants in varying degrees of intensity.

Traditional Design & Development practices often do not consult users or community members at all. The technical expert (designer) makes all the decisions about a programme or product. This way of working is not considered **Human-Centred Design.**

There are different approaches to **Human-Centred Design.** The different approaches are on a spectrum related to how the community is engaged in the design process.

User-centred design is a practice that disrupts traditional design by encouraging designers to engage with stakeholders to understand their needs and get their feedback on decisions that are made.

This process yields more effective solutions because the community is at least consulted on what they need and want.

Co-Design is a process where the design team use the tools and methods of **Human-Centred Design** but the design team is made up of a mix of external experts and community members. In a **Co-Design** process, external experts and community members work together on a design process where decision-making is based on the consensus of the group. This process engages both technical experts as well as those with lived experience to design solutions that are most effective for the community

In the case of **Co-Design**, the community members on the design team will still engage with other members of the community to get more perspectives on the problem.

In some cases, the community does all of the design work and holds all of the decision-making power. In these cases, the external experts facilitate the design process but do not influence its outcomes. This is **Community-Led Design.**

Your design team needs to determine if it is feasible to invite community members to fully participate in the design project. If your team determines that it is not feasible, what parts of the design process do you want to engage community members in?

Regardless of the level of participation of the community members, it is best practice to compensate the community members for their time and their contributions to the project, by determining an appropriate value for their time and participation.

Take a look at the diagram below to determine the best strategy for your community. Take into consideration the structures for decision-making as well as what is culturally appropriate and feasible given different demands out on stakeholders' time.

For more guidance on how to choose the best approach, check out the "Selecting a **Human-Centred Design** Strategy" section in the Project Launch Guidebook.

If community members don't have time to fully participate **(Community-Led Design)**, then your design team can engage them at key points in the process in order to include them in the decision-making process (**Human-Centred Design** or **Co-Design**).

UNDERSTAND
Understand the problem and the context

EMPATHISE
Conduct research to develop a deep understanding of your users, their needs and motivations

SYNTHESISE
Identify oppostunities, generate insights and redefine challenge

IDEATE
Generate a range of competing creative ideas

PROTOTYPE
Build real, tactile representations of potencial solutions

TEST
Validate the concept and gather feedback from your users

PLAN
Plan for implementation

STORYTELL
Share your story to inspire others

Traditional Design & Development — **DESIGN WITHOUT**

HUMAN-CENTRED DESIGN

User-Centred Design
Stakeholders consulted — **DESIGN FOR**

Co-Design
Stakeholders as a part of the design team — **DESIGN WITH**

Community-Led Design
Stakeholders as designers — **DESIGN BY**

☺ **Community member engagement**

ASSESSING STRATEGIES FOR HUMAN-CENTRED DESIGN

A Community Engagement in Different Human-Centred Design Strategies

This spectrum illustrates how each of the strategies for human-centred design engages (or does not engage) community members.

DESIGN WITHOUT	DESIGN FOR	DESIGN WITH	DESIGN BY
Designers do not consult community members and the decisions may be detrimental to the community or might fail	Community members are consulted	Community members are a part of the design team; they act as co-designers	Community members are the only designers
Traditional Design & Development	**User-Centered Design**	**Co-Design**	**Community-Led Design**

C Conditions for Using Different Human-Centred Design Strategies

This spectrum illustrates the best conditions in which to use each of these strategies for human-centred design.

DESIGN WITHOUT	DESIGN FOR	DESIGN WITH	DESIGN BY
Avoid, if possible!	Use this strategy when: • Community members will not have a voice or influence over the decision • Community members don't have time to join the design team	Use this approach when: • Community members can influence the decision but don't usually have access to decision-making conversations • Community members have some time to participate	Use this approach when: • Community members hold the decision-making power • Community members have time to participate • Community members have the capacity to implement the solution
Traditional Design & Development	**User-Centered Design**	**Co-Design**	**Community-Led Design**

B Scenarios for Different Human-Centred Design Strategies

This spectrum illustrates the benefits of each of the strategies for human-centred design.

DESIGN WITHOUT	DESIGN FOR	DESIGN WITH	DESIGN BY
Avoid, if possible!	Use this approach because: • The problem facing the community requires external expertise • There are significant constraints on what can be implemented	Use this approach because: • Neither external experts nor community members would be able to solve the problem or create novel solutions without the other group	Use this approach because: • Community members have the expertise, capacity and access to the resources they need to implement the solution
Traditional Design & Development	**User-Centered Design**	**Co-Design**	**Community-Led Design**

*"First, I will highlight that the very idea of taking this approach is a **push for a change** in the way we are used to work with projects.*

*Because most of the time, there is a designed project to be implemented based on the similar/usual/approved templates, which doesn't properly consider the context at the specific moment, and period. Usually, these kinds of projects are **not sustainable**.*

We need to hear the voice of each women entrepreneur especially those who have micro entrepreneurship to see where and how we can support each other.

*And the meetings we had with this **new approach (Human-Centred Design)**, were **something different** from what I've seen and been doing so far."*

Woman micro-entrepreneur from Khorog, Tajikistan

The "Design For, Design With, Design By" framework is inspired by the team at the MIT D-Lab.

ORIENTATION TO HCD GUIDEBOOKS AND RESOURCES

ORIENTATION TO HCD GUIDEBOOKS AND RESOURCES

Launch Guidebooks

00 INTRODUCTION TO HUMAN-CENTERED DESIGN

Introduction

01 PROJECT LAUNCH
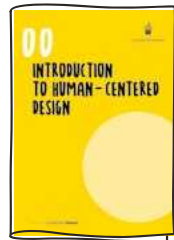
Launch

Design Work Resources

A DESIGN WORK JOURNAL

Design Work

B RESOURCES

Resources

Design Phase Guidebooks

02 UNDERSTAND

Understand

03 EMPATHISE

Empathise

04 SYNTHESISE

Synthesise

05 IDEATE

Ideate

06 PROTOTYPE

Prototype

07 TEST

Test

08 PLAN
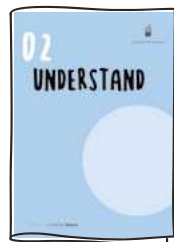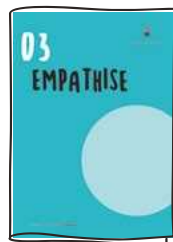
Plan

09 STORYTELL

Storytell

Important Process Icons

Look out for the icons below throughout the Guidebooks to indicate important process tips and strategies.
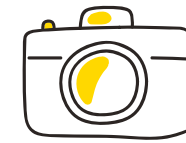
CAPTURE YOUR WORK

When you see this icon, be sure that your team is documenting your design work by taking pictures or screenshots. This will help you to tell the story of your design work in the future.
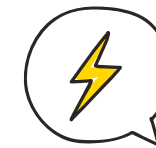
PROCESS TIPS

When you see this icon, a process tip will help your team navigate a complex part of the design process.

MINDSET TIPS

When you see this icon, a mindset tip will help your team navigate a part of the design process where teams can get stuck in old ways of thinking and working.

EQUITY STRATEGY

When you see this icon, it indicates that this strategy is designed to help you address inequities and ensure that your design work is equitable.

CO-DESIGN STRATEGY

When you see this icon, this strategy is designed to help you engage community members in your design work and decision-making.
See the Introduction to HCD & Project Launch Guidebooks for more information about community-based design models.

FIELDWORK

When you see this icon, this activity requires your team to go out into the field to engage with stakeholders (who are not also co-designers).

LAUNCH & DESIGN PHASE GUIDEBOOKS

01 PROJECT LAUNCH

PREPARE

Your design team (or a smaller initiating team) will start by preparing for the design process. This includes scoping the design challenge, selecting the most appropriate design pathway for your project, creating design teams, reflecting on the best community-based design model to use, aligning all stakeholders around the requirements of the project and building your team.

02 UNDERSTAND

UNDERSTAND

Your design team will then work to understand the problem you are trying to solve. This means conducting research to understand the context, the stakeholders that are currently involved, the current problem scenario and how the challenges are being addressed today.

03 EMPATHISE

EMPATHISE

Your design team will use empathy to learn from your communities. Through interviewing and observations, you will engage people in conversations to generate insights and understand what they care about and their challenges and needs.

04 SYNTHESISE

SYNTHESISE

Then your design team will analyse and synthesise the findings and make sense of all the data and information you collected. At this stage you are trying to answer the question: What is the right problem to solve? You will identify where the opportunities are and where you should focus to maximise your impact.

05 IDEATE

IDEATE

Once your design team knows what problems you want to focus on, you engage in idea generation to explore a wide variety and large quantity of ideas that go beyond the obvious solutions to the problem.

06 PROTOTYPE

PROTOTYPE

Then your design team will use rapid prototyping to make your ideas tangible and enable others to interact with the idea. The goal is to make something quickly without using a lot of resources that will allow you to get closer to knowing what will work, what won't work and why.

07 TEST

TEST

And finally, your design team will ask for feedback on your prototypes, so you can rapidly iterate and improve your solutions until you gain the confidence that your solution is desirable, feasible and sustainable.

08 PLAN

PLAN

Once your design team is confident about the solution you want to implement, it is time to begin planning how to scale your solution. This means creating road maps, identifying resources, deliverables and milestones.

09 STORYTELL

STORYTELL

At the end of the process, your design team will want to make sure the stakeholders and the community understand your design process and potential solutions. During the process it is important to document everything so that you can present the process and share your learnings with the goal of inspiring stakeholders and partners to take action and provide support.

GUIDEBOOK ORIENTATION

Review the diagrams below to get oriented to how the Guidebooks are designed.

PHASE OBJECTIVES

Review the objectives for each phase before you begin the work of the phase.

UNDERSTAND

Use the tools and resources in this guidebook to accomplish the goals below. Once your design team has achieved these objectives, you will be in a strong position to advance to the next phase in your design process. Use the reflection tools in the **Design Work Journal** to evaluate whether your design team is ready to move to the next phase.

Get smart about the context, the stakeholders and the problem

Gather and review research that is relevant to the project

Align as a team around potential problems to solve

Discuss and share previous experiences and expertise on the team

Identify the other organisations and interventions already in the space

Articulate why this problem is worth solving

Surface solutions that team members have already imagined

Document your findings and share with others in the organisation in order to get their feedback

These visuals represent the objectives your design team needs to meet in order to successfully complete this design phase.

Title and description of the phase

UNDERSTAND

We begin by understanding the problem we are trying to solve. This means conducting research to understand the context, the stakeholders that are currently involved, the current circumstances of the problem and how the challenges are already being addressed.

WE MUST UNDERSTAND AN UNDERLYING PROBLEM BEFORE WE CAN SOLVE IT.

What steps can we take to ensure we understand the context and complexities of a design project?

CAPTURE YOUR WORK

PROCESS TIPS

MINDSET TIPS

EQUITY STRATEGY

CO-DESIGN STRATEGY

FIELDWORK

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TABLE OF CONTENTS

You can find a video lecture as well as more articles on this phase of the **Human-Centred Design** process in the **Resource Book**. You will also find a full demonstration example of each of the tools. Scan the QR code to access this resource.

These icons signal important strategies to utilize throughout the process.

You can find more articles on this phase of the **Human-Centred Design** process as well as a full demonstration example of each of the tools in the Resource Book.

INTRODUCTION TO PHASE

These pages provide the overview of the phase, a guide to the icons in the book and the table of contents.

GUIDEBOOK ORIENTATION

Review the diagrams below to get oriented to how the Guidebooks are designed.

DESIGN PROCESS MAP

These pages provide a map of the design tools in this phase as well as more details about the goals of this phase.

Map of this phase of the design process

Descriptions of the activities, including the goal of the activity, the instructions, online adaptions and reflection questions.

OVERVIEW, OBJECTIVES & MINDSETS

These paragraphs will give you context for the phase of the design challenge

- The Overview explains what you will be doing.
- The Objective explains your goals for this phase.
- The Mindsets explain what attitudes and behaviours you want to practise during this phase of the design challenge.
- The resources provide additional support online.

TEAM ACTIVITIES

These pages provide instructions for team building and warm-up activities that are relevant to the phase.

GUIDEBOOK ORIENTATION

Review the diagrams below to get oriented to how the Guidebooks are designed.

DESIGN TOOLS SUMMARIES

This page describes each tool -- including the recommended time to spend on the tool, the goal for the tool and specific strategies for co-design and equity-based work.

This is the title of the tool as well as the instructions for how to complete the tool.

At the top of each tool description is the recommended amount of time to complete the tool. If you spend significantly les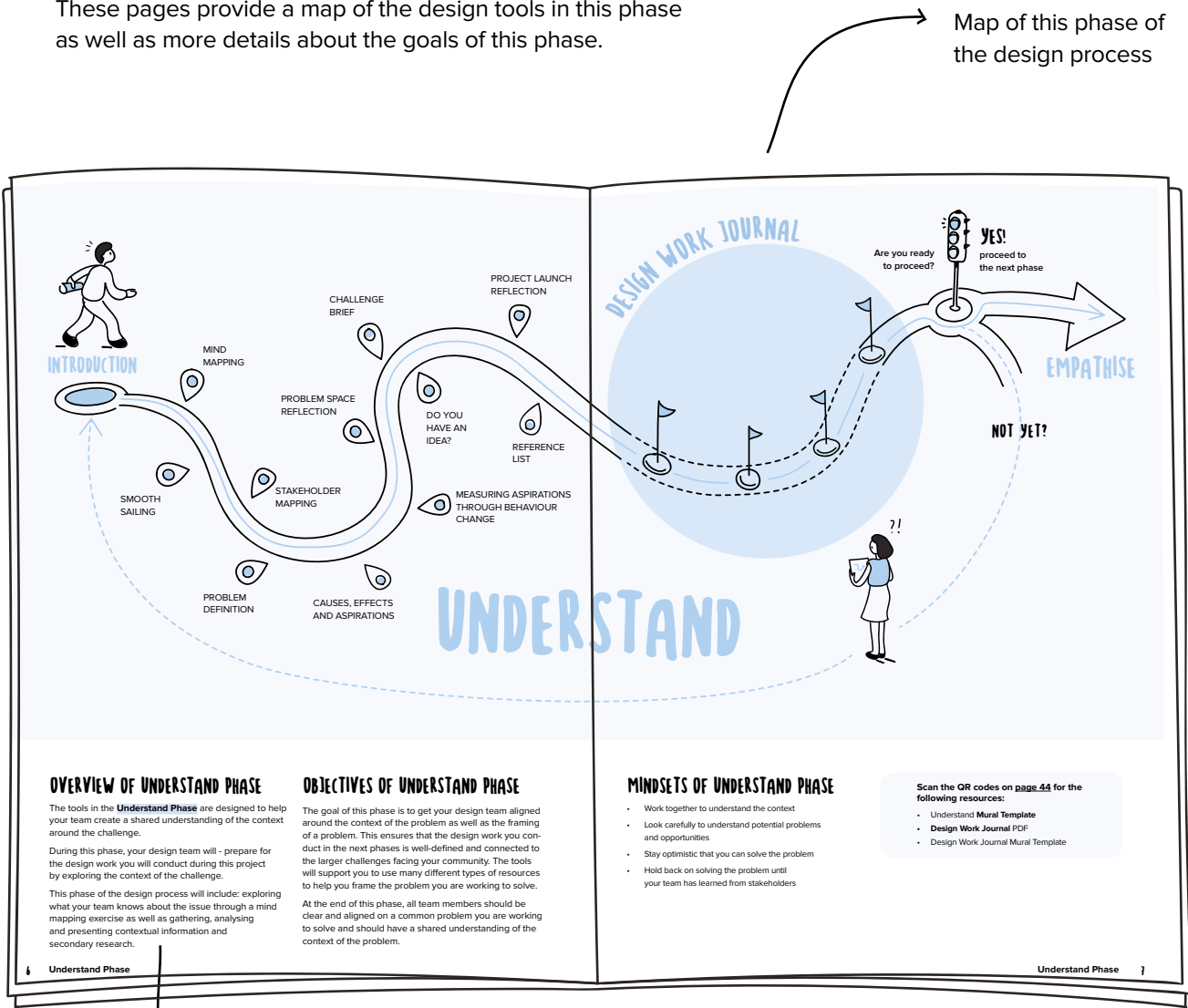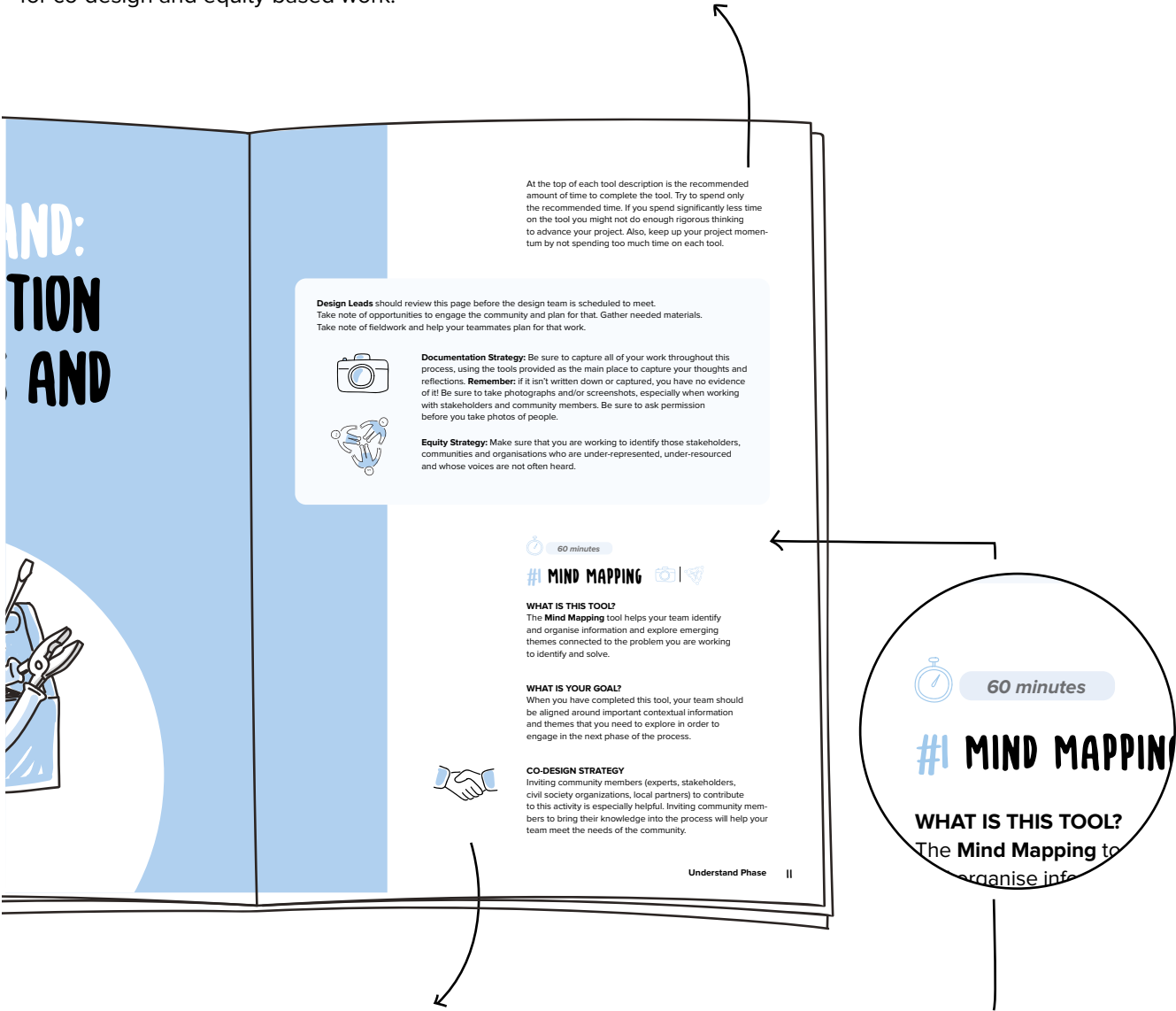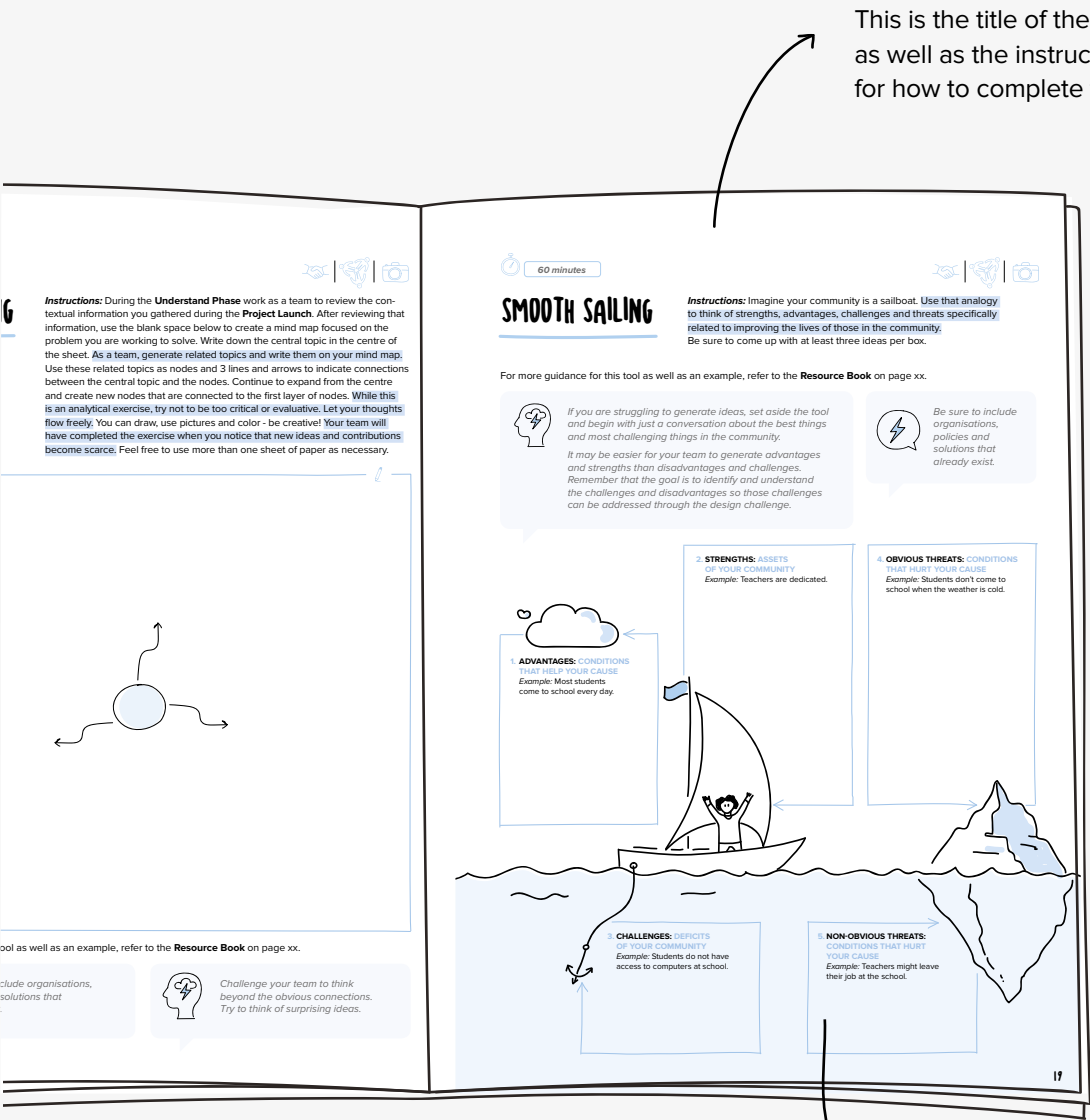s time on the tool you might not do enough rigorous thinking to advance your project. Also, keep up your project momentum by not spending too much time on each tool.

Design Leads should review this page before the design team is scheduled to meet. Take note of opportunities to engage the community and plan for that. Gather needed materials. Take note of fieldwork and help your teammates plan for that work.

Documentation Strategy: Be sure to capture all of your work throughout this process, using the tools provided as the main place to capture your thoughts and reflections. **Remember:** if it isn't written down or captured, you have no evidence of it! Be sure to take photographs and/or screenshots, especially when working with stakeholders and community members. Be sure to ask permission before you take photos of people.

Equity Strategy: Make sure that you are working to identify those stakeholders, communities and organisations who are under-represented, under-resourced and whose voices are not often heard.

60 minutes

#1 MIND MAPPING

WHAT IS THIS TOOL?
The **Mind Mapping** tool helps your team identify and organise information and explore emerging themes connected to the problem you are working to identify and solve.

WHAT IS YOUR GOAL?
When you have completed this tool, your team should be aligned around important contextual information and themes that you need to explore in order to engage in the next phase of the process.

CO-DESIGN STRATEGY
Inviting community members (experts, stakeholders, civil society organizations, local partners) to contribute to this activity is especially helpful. Inviting community members to bring their knowledge into the process will help your team meet the needs of the community.

Understand Phase   11

60 minutes

#1 MIND MAPPING

WHAT IS THIS TOOL?
The **Mind Mapping** to organise info

Look for Documentation Strategies, Equity Strategies, and Co-Design Strategies as well as Mindset and Process Tips icons to help your team get the most out of these activities.

60 minutes

Instructions: During the **Understand Phase** work as a team to review the contextual information you gathered during the **Project Launch**. After reviewing that information, use the blank space below to create a mind map focused on the problem you are working to solve. Write down the central topic in the centre of the sheet. As a team, generate related topics and write them on your mind map. Use these related topics as nodes and 3 lines and arrows to indicate connections between the central topic and the nodes. Continue to expand from the centre and create new nodes that are connected to the first layer of nodes. While this is an analytical exercise, try not to be too critical or evaluative. Let your thoughts flow freely. You can draw, use pictures and color - be creative! Your team will have completed the exercise when you notice that new ideas and contributions become scarce. Feel free to use more than one sheet of paper as necessary.

SMOOTH SAILING

Instructions: Imagine your community is a sailboat. Use that analogy to think of strengths, advantages, challenges and threats specifically related to improving the lives of those in the community. Be sure to come up with at least three ideas per box.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page xx.

If you are struggling to generate ideas, set aside the tool and begin with just a conversation about the best things and most challenging things in the community.

It may be easier for your team to generate advantages and strengths than disadvantages and challenges. Remember that the goal is to identify and understand the challenges and disadvantages so those challenges can be addressed through the design challenge.

Be sure to include organisations, policies and solutions that already exist.

STRENGTHS: ASSETS OF YOUR COMMUNITY
Example: Teachers are dedicated.

OBVIOUS THREATS: CONDITIONS THAT HURT YOUR CAUSE
Example: Students don't come to school when the weather is cold.

ADVANTAGES: CONDITIONS THAT HELP YOUR CAUSE
Example: Most students come to school every day.

ool as well as an example, refer to the **Resource Book** on page xx.

clude organisations, solutions that

Challenge your team to think beyond the obvious connections. Try to think of surprising ideas.

CHALLENGES: DEFICITS OF YOUR COMMUNITY
Example: Students do not have access to computers at school.

NON-OBVIOUS THREATS: CONDITIONS THAT HURT YOUR CAUSE
Example: Teachers might leave their job at the school.

17

DESIGN TOOLS

Use these pages to complete the different design activities in this phase.

The numbered steps make up the activities of the tool and should be completed in numerical order.

Each tool includes a description, goals for completing the tool and relevant strategies to utilize while completing the tool.

At the top of each tool description is the recommended amount of time to complete the tool. Try to spend only the recommended amount of time. If you spend significantly less time on the tool, you might not be doing enough rigorous thinking to advance your project. At the same time, don't spend too much time on each tool. If you spend too much time, you risk losing momentum on your project.

GUIDEBOOK ORIENTATION

Review the diagrams below to get oriented to how the Guidebooks are designed.

DIGITAL TEMPLATES

When a guidebook includes a Digital Template page, it means that there are relevant digital templates available for the design team to use.

UNDERSTAND: DIGITAL TEMPLATES

#1 CHALLENGE BRIEF TEMPLATE
Use this slide deck template to create your team's **Challenge Brief**.

Scan this QR Code to access a Challenge Brief slide deck template.

#2 UNDERSTAND PHASE MURAL TEMPLATE
Use this Mural template to complete your team's **Understand Phase**.

Scan this QR Code to access a template in Mural, an online collaborative platform.

#3 DESIGN WORK JOURNAL
Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as to reflect on and improve the quality of your design work. Your design team will use the same Design Work Journal throughout your project.

#4 DESIGN WORK JOURNAL MURAL TEMPLATE
Use this Mural template of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as reflect on and improve the quality of your design work. Your design team will use the same Design Work Journal throughout your project.

Understand Phase

This is an image of the slide deck template that is relevant to this phase of the design process.

Use these QR codes to access relevant digital templates.

Scan this QR Code to access a Challenge Brief slide deck template.

PHASE CHECKLIST

Use this checklist to ensure that your design team has completed all the needed steps for the phase.

UNDERSTAND: CHECKLIST

Congratulations on completing the **Understand Phase** of your design challenge. At the end of this step, your design team should feel aligned about the problem space you are working on.

At the end of every phase of the design process, use the checklist provided to make sure you are making progress and are ready to move forward.

BY NOW, YOU SHOULD HAVE COMPLETED THE FOLLOWING:

☐ Complete the tools of the **Understand Phase** that were listed in your design pathway; depending on your design pathway, you may skip this phase.

☐ Document your work in your **Design Work Journal** through pictures and reflections on what you learned

☐ Complete the **Team Alignment** exercises in your **Design Work Journal**

☐ Complete the **Equity Reflection** exercise in your **Design Work Journal**

☐ Complete the **Process Reflection** exercise in your **Design Work Journal**

☐ Use the **Process Critique** tools in the **Design Work Journal** to reflect on the quality of your design work

Ensure that your team has completed each step on the checklist. When you have completed all the steps, reflect on your work in your **Design Work Journal**. Once you have completed your reflection, then your team is ready to move on to the next phase of the design process.

DESIGN WORK RESOURCES

DESIGN WORK JOURNAL

There is also a Design Work Journal book. At the end of each phase, your team should turn to the Design Work Journal to summarise your work, evaluate whether you are ready to move on and to reflect on what you have learned.

Scan this QR Code or click here to access a PDF of the Design Work Journal.

RESOURCES

There is also a Resource book to provide your team with additional information as well as an example project that demonstrates each of the tools in each phase of the process.

Scan this QR Code or click here to access a PDF of the Resources.

Who will use these resources?

You! You and your colleagues are embarking on this innovation process and will rely on the tools in the Guidebooks to help you complete the activities for each phase of the process.

How will you use these resources?

Each design project is unique, and this means your design team will have a unique path through the design phases.

In the **"Customise Your Design Process"** section of this Guidebook as well as the **"Design Your Design Work"** section of the **Project Launch Guidebook**, you will have the opportunity to **customise your design process** based on the requirements and constraints of your project.

We highly recommend that you use the tools of the **Project Launch Guidebook** to help you scope your design challenge and determine the **best design pathway** for your project. The process in the **Project Launch Guidebook** is more robust and will provide your team with more specific guidance.

If you do not have time to complete the **Project Launch** tools, then consider using the "Customise Your Design Process" section of this Guidebook.

Once you have your design pathway, you will be given a **list of recommended phases and tools** to complete.

You will use the Guidebooks to steer your work throughout this design challenge.

This process of customisation will guide your design team towards the phases and tools most appropriate for your project; some phases and tools might be eliminated. Though the **Human-Centred Design** process is not necessarily linear, we advise that you work through the recommended activities starting at the beginning of each Guidebook. **Please do not skip any steps!**

Although we are asking your team not to skip the phases and tools that have been recommended, we do invite your design team to **adapt and modify the tools** to best suit your cultural context. Please work with your **Design Coach** to make those modifications in order to ensure that any changes still achieve your goals for the process.
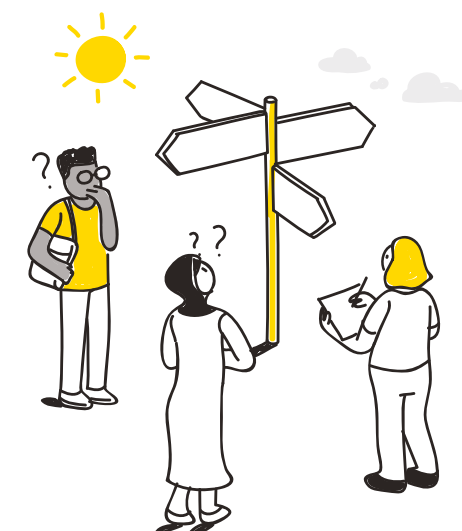
Accelerate ▸Impact

CUSTOMISE YOUR DESIGN PROCESS

CHOOSE YOUR DESIGN PROJECT PATH

We highly recommend that you use the tools of the **Project Launch Guidebook** to help you scope your design challenge and determine the best design pathway for your project. The process in the **Project Launch Guidebook** is more robust and will provide your team with more specific guidance.

If you do not have time to complete the **Project Launch** tools, then consider using the the tools in this section.

Below is a graph to help your design team choose the best path for your project at a high level.

First, reflect on what you know about the problem space and context. Defining the problem space and understanding the context in an HCD process does not come from previous personal experiences or proximity to the community. Instead, your ability to define the problem and understand the context is related to how many close relationships you have with people facing the problem today.

Next, reflect on whether you have an idea of a solution or not. Using, these two criteria will guide you to a quadrant and a number that match your recommended pathway.

Once you have your design pathway, you will be given a sequence of recommended phases to complete. You will use the Guidebooks to steer your work throughout this design challenge.

Each path will start with the **Understand Phase,** but from there your team will use different Guidebooks based on your needs. For more robust support, please refer to the **"Design Your Design Work"** section of the **Project Launch Guidebook.**
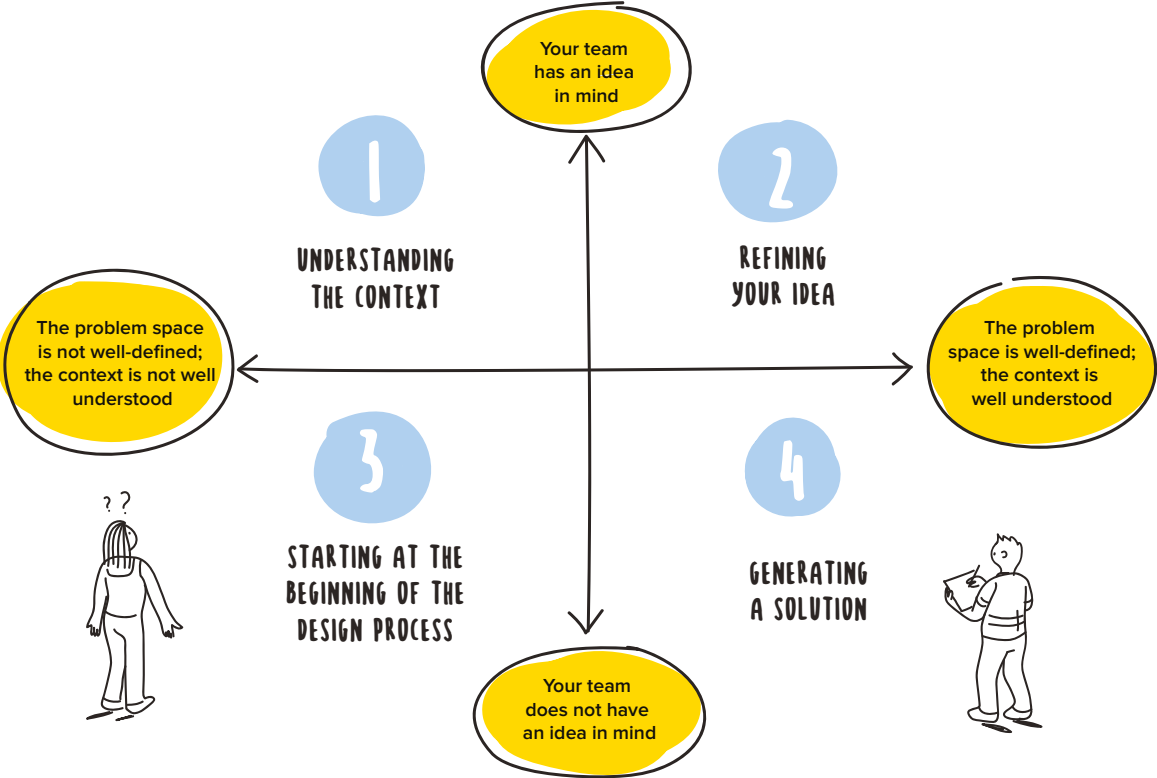
Starting at the Beginning of the Design Process

Initiating a design process with the **Understand and Empathise Phases** is the most exploratory way of beginning a design project. This path should be utilized if the design team does not have a strong understanding of the problem and/or the stakeholders involved.

Following this path will guide your design team to explore the problem and understand the needs of the stakeholders who experience the problem.
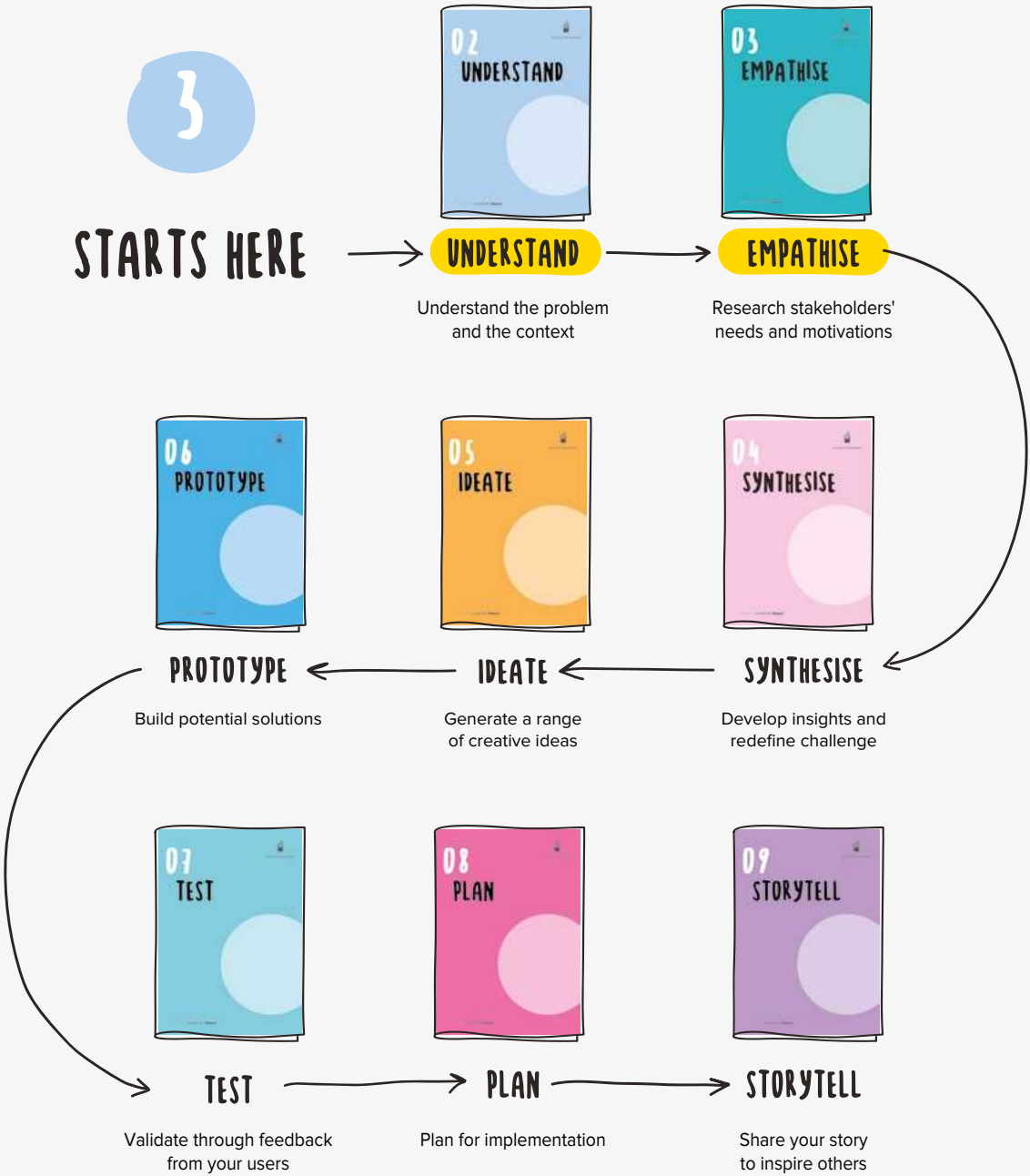
1 2 Understanding the Context & Refining an Idea

Before your design team begins your design process, you might already have an idea in mind. Beginning your design work with prototyping will help your team understand how your solution will work in context.

This strategy is especially effective when you are working to refine an idea or more deeply understand the context you are working in.

Regardless of whether you have an idea in mind or not, it is recommended that you begin any design project with the **Understand Phase**.

If you are already confident in your understanding of the context, this will give you the opportunity to consolidate and articulate your knowledge.

If you do not feel confident in your understanding of the problem and the context, it is especially important to spend time in the **Understand Phase** to learn more before you begin prototyping and testing.

Following this path will give your design team the **opportunity to learn about your idea within the context of the community.** This path will also help you to **question assumptions you might be making about your solution** in order to understand if it will meet the needs of the community.

START WITH UNDERSTAND AND PROTOTYPE

For Design teams who want to continue to refine their idea, you should conduct another round of prototyping and testing
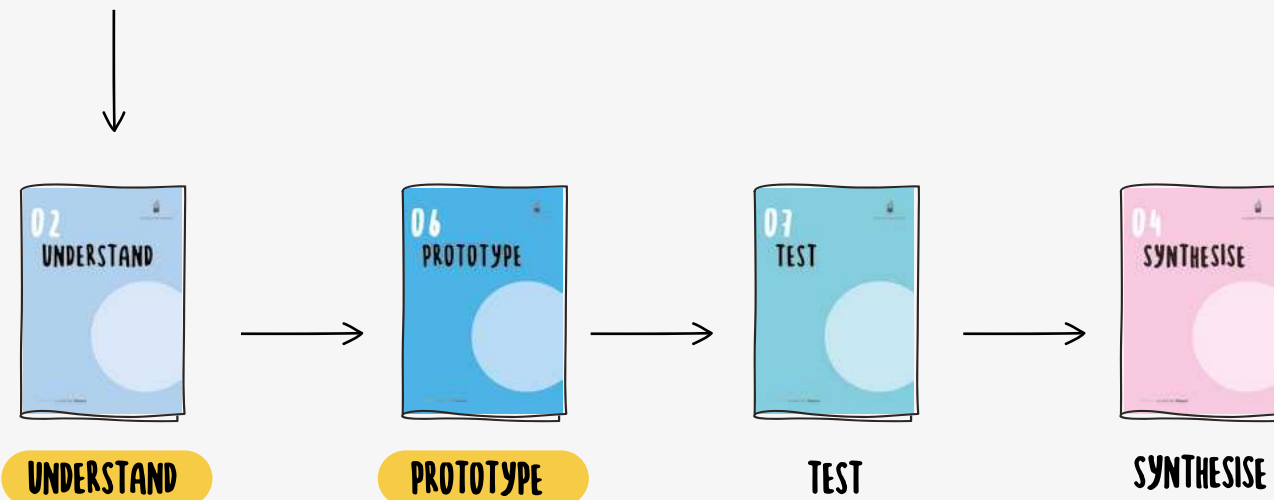
After the initial round of prototyping and testing, it is important to evaluate your idea, synthesise and determine your next path.

UNDERSTAND → PROTOTYPE → TEST → SYNTHESISE

PROTOTYPE → TEST → PLAN → STORYTELL

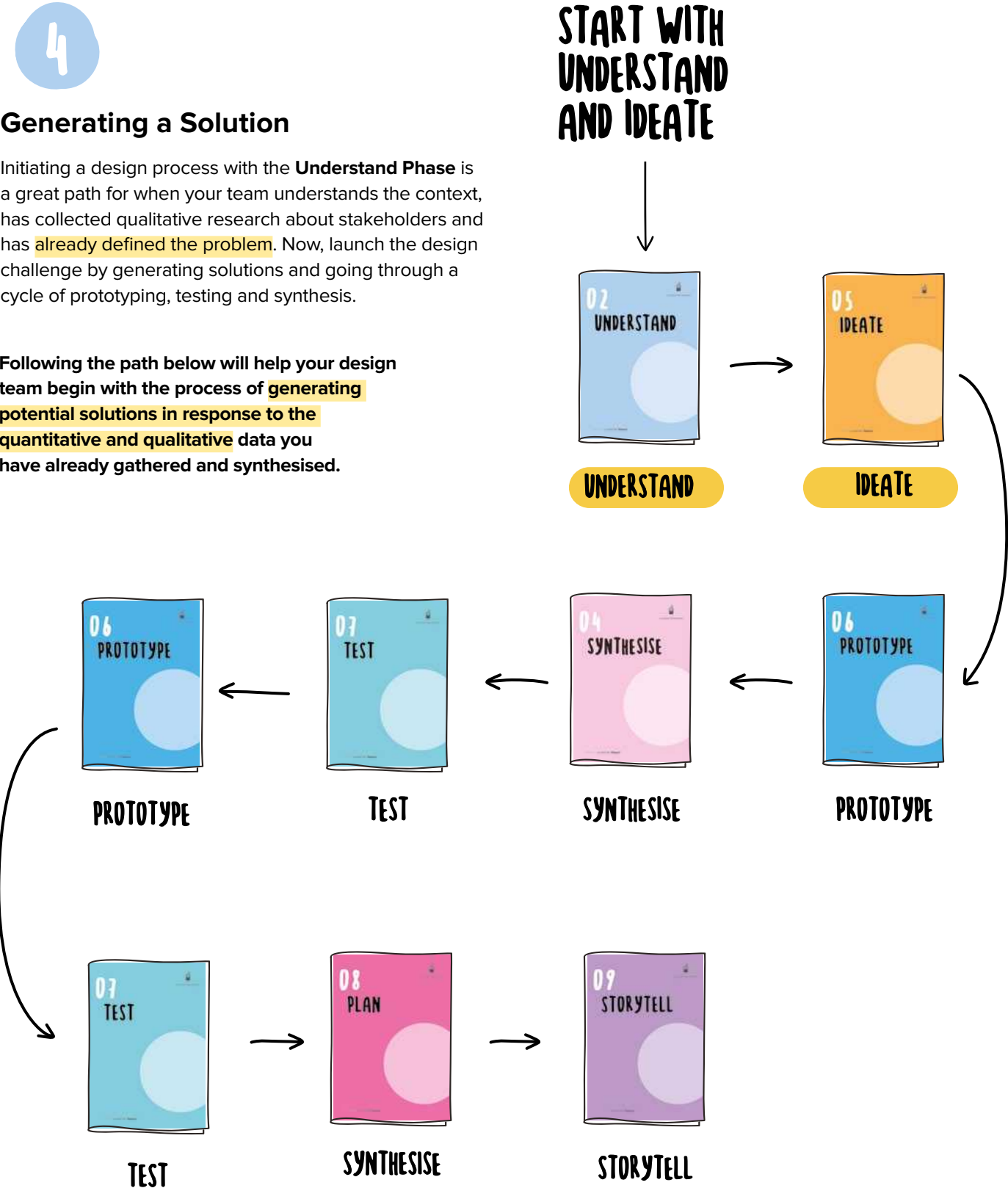**IDEATE → PROTOTYPE → TEST → PLAN → STORYTELL**
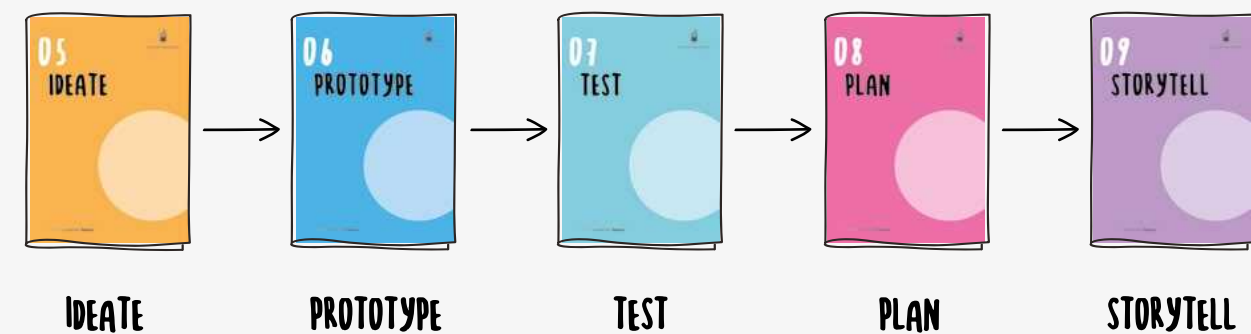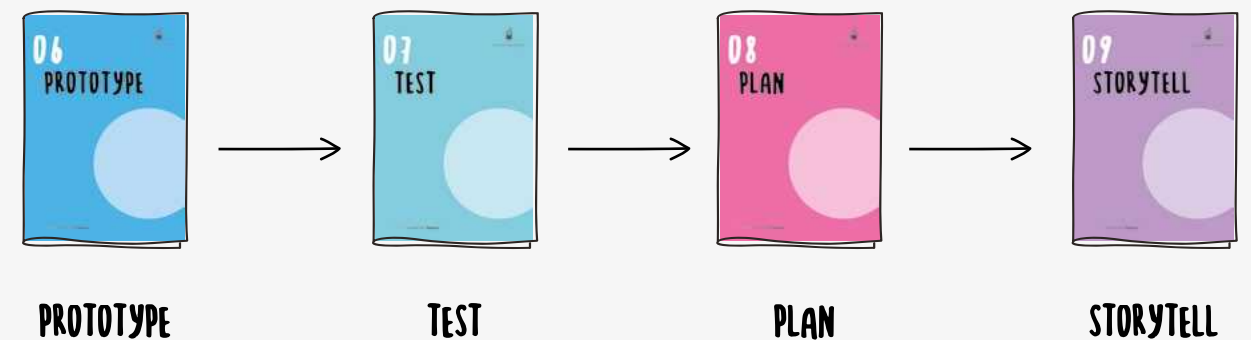
For design teams who want to abandon their original idea, the best next step is to ideate.

4

Generating a Solution

Initiating a design process with the **Understand Phase** is a great path for when your team understands the context, has collected qualitative research about stakeholders and has already defined the problem. Now, launch the design challenge by generating solutions and going through a cycle of prototyping, testing and synthesis.

Following the path below will help your design team begin with the process of generating potential solutions in response to the quantitative and qualitative data you have already gathered and synthesised.

START WITH UNDERSTAND AND IDEATE

02 UNDERSTAND → 05 IDEATE

UNDERSTAND   IDEATE

06 PROTOTYPE ← 07 TEST ← 04 SYNTHESISE ← 06 PROTOTYPE

PROTOTYPE   TEST   SYNTHESISE   PROTOTYPE

07 TEST → 08 PLAN → 09 STORYTELL

TEST   SYNTHESISE   STORYTELL

ACKNOWLEDGMENTS AND GRATITUDE

THANK YOU!

GOOD LUCK AND HAPPY DESIGNING!

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INTRODUCTION
TO HUMAN-CENTRED
DESIGN