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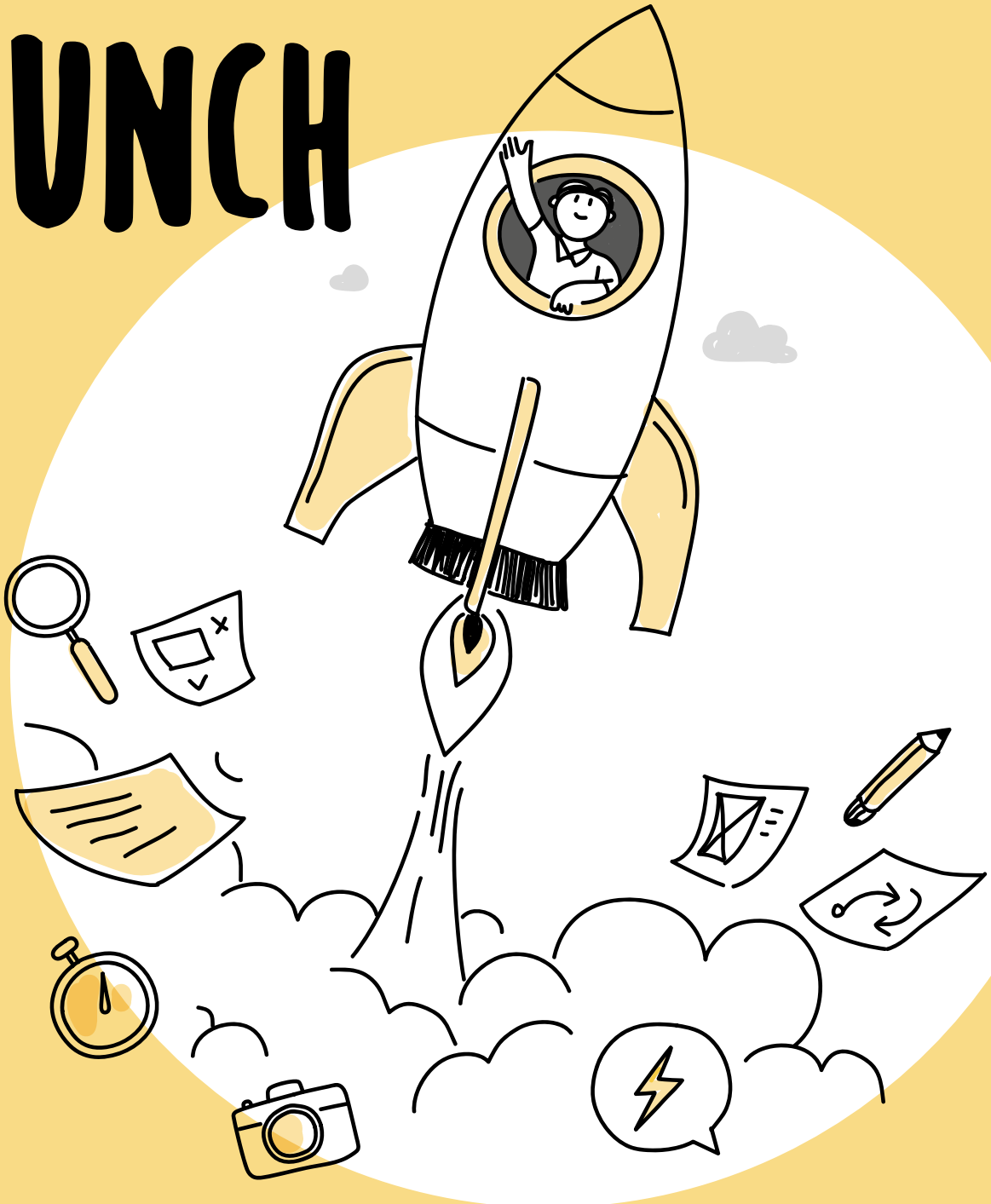
01 PROJECT LAUNCH



Developed by: Accelerate Impact

Created for **Local Impact**: A Transformative Partnership in Asia and Africa

PROJECT LAUNCH

Use the tools and resources in this guidebook to form your design team, plan your project and get ready to launch your design work.

Select your design team, choose roles and clarify expectations

Build internal buy-in by aligning expectations with senior leadership

Plan the project: timeline, select your team's design path and determine the most appropriate approach to co-design

Build external buy-in with community leaders and other stakeholders

Discuss and set team norms and do some interactive team-building activities

Invite community members to be co-designers, clarify expectations for participation and negotiate an arrangement that works for everyone

Review the design process, materials and resources available

LAUNCH your Design Project!

CAPTURE YOUR WORK

PROCESS TIPS

MINDSET TIPS

EQUITY STRATEGY

CO-DESIGN STRATEGY

FIELDWORK

PROJECT LAUNCH

Before we launch our design project, we must design the project, our team and our work flow. We will make these decisions based on the needs and constraints of the particular project, the goals of the organization and any funding requirements.

THE PROJECT LAUNCH HELPS US TO ALIGN ALL STAKEHOLDERS AROUND THE PARAMETERS OF THE PROJECT IN ORDER TO SET OURSELVES UP FOR SUCCESS.

What steps can we take to ensure we are aligned around the requirements of the design project?

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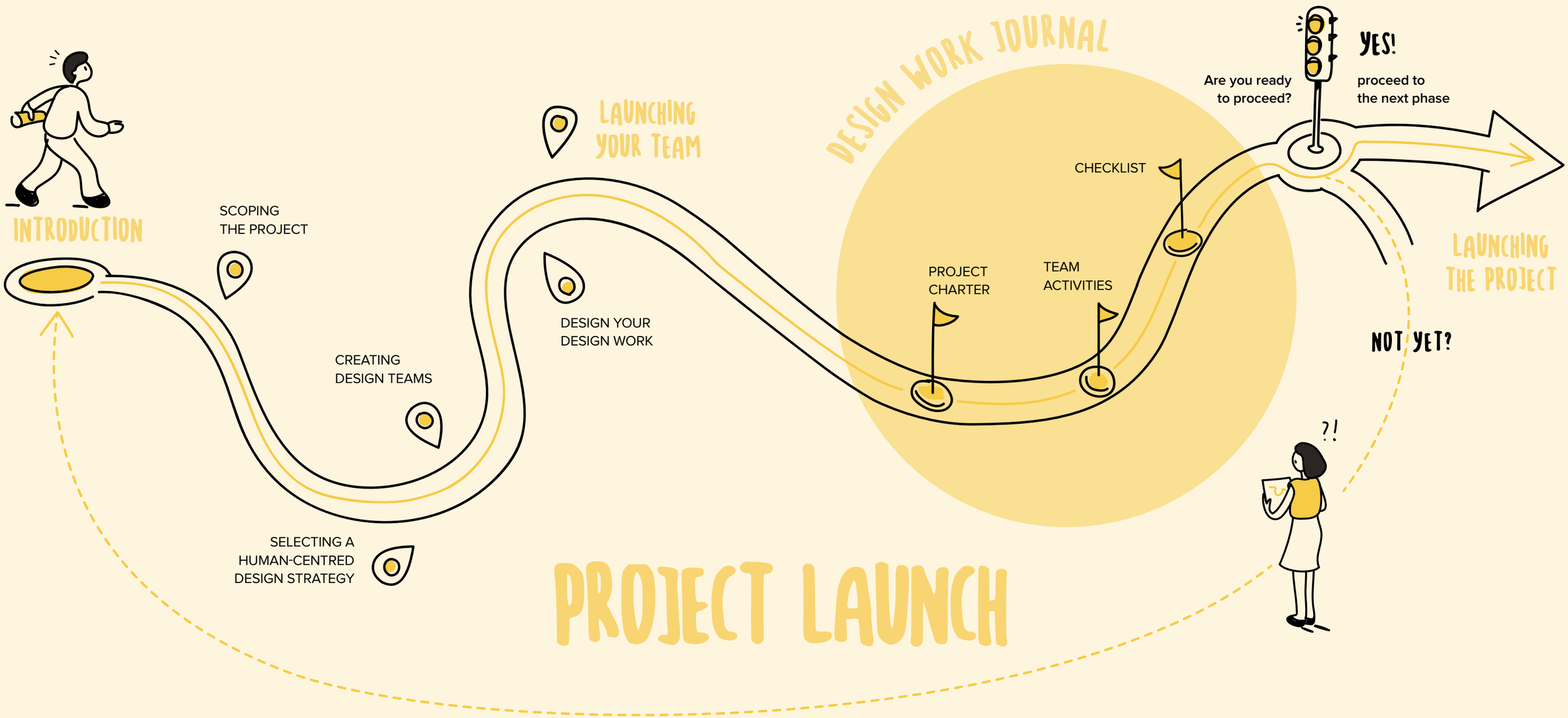
TABLE OF CONTENTS

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 in there. Scan the QR code or click here to access this resource.



OVERVIEW OF PROJECT LAUNCH PHASE

The tools in the **Project Launch Phase** are designed to help your team create a shared understanding of the goals and constraints of your design project and build a design team that is well-supported by the organisation to complete this project.

During this phase, the lead for the project -in consultation with organisational management and community members, when possible -- will clarify the parameters and scope of the project, determine an adaptive approach to the team's design work, build and resource a design team and align all relevant parties around expectations for the project.

This phase of the design process will include: scoping the project, creating your design team, assessing the opportunity to make sustained change and adapting the HCD process and resources accordingly, identifying the most appropriate strategies for engaging the community, aligning all internal stakeholders around the parameters of the project and then building and launching your team.

OBJECTIVES OF PROJECT LAUNCH PHASE

The goal of this phase is to ensure that everyone involved with this project is aligned around the goals and expectations for the project as well as the requirements and constraints that need to be considered. By aligning early, your design team will have the clarity they need to develop sustainable solutions that create meaningful change for those closest to the problem.

At the end of this phase, all team members should understand the parameters of the project as well as the expectations for how to participate on the team, what roles they will play and what deliverables they need to deliver at the end of the project.

MINDSETS OF PROJECT LAUNCH PHASE

- Work together to understand the context
- Look closely to understand potential problems and opportunities
- Stay optimistic that you can solve the problem
- Hold back on solving the problem during this phase

Scan the QR codes on page 158 for the following resources:

- Project Launch Phase **MURAL Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

PROJECT LAUNCH: TOOLS AND METHODS

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

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.

Co-Design Strategy: Inviting community members (experts, stakeholders, civil society organisations, local partners) to contribute to this activity is especially helpful. Inviting community members to join for this exercise helps bring their knowledge of the community into the process.

Equity Strategy: Make sure that you are prioritising marginalised or underrepresented groups in your synthesis process.

5-10 hours

#1 SCOPING THE PROJECT

WHAT IS THIS TOOL?

The **Scoping the project** tools help your design team clarify the goals and constraints of your project before any of the design work begins. This ensures that when the design project launches everyone involved -- from the design team to the management overseeing the project -- has the same set of data and expectations.

WHAT IS THE GOAL?

When you have completed these tools, your team should be aligned around the framing, goals and constraints of the design project as well as the key questions that your design work will help to answer.

CO-DESIGN STRATEGY

If you are only engaging with community members as co-designers on a part time basis, inviting them to contribute to and give feedback on these tools is especially helpful. Inviting community members to join for this exercise helps bring their knowledge of the community into the process.

EQUITY STRATEGY

When framing your design project focus on identifying those stakeholders who voices are most underrepresented. Look for data points about populations who are suffering most from the negative impacts of the problem..

PROJECT LAUNCH:

4-6 hours

#2 CREATING DESIGN TEAMS

WHAT IS THIS TOOL?

The **Creating Design Teams** tools will help you to identify the roles needed on your design team and clarify the expectations for engaging on or with the design team throughout the project.

WHAT IS THE GOAL?

When you have completed these tools, you should understand who you need to recruit to participate on the design team, what roles they will play and how much time they will need to dedicate to the project.

CO-DESIGN STRATEGY

If you plan to engage community members as co-designers on the design team, wait until you have determined the engagement strategy most appropriate for this project and this community. Use these tools to recruit participants internal to the organisation first.

EQUITY STRATEGY

Ensure that there is a mix of backgrounds, lived experience and technical expertise on the design team. Ensure that there is a balance of genders on the team. If a project is focused on one gender versus another, you may consider creating a design team that is made up entirely of that same gender. Otherwise there should be a balance.

120-180 minutes

#3 DESIGN YOUR DESIGN WORK

WHAT IS THIS TOOL?

The **Design Your Design Work** tools help your design team to assess and explore whether Human-Centred Design might be a helpful process for your social innovation work and if so, how to adapt the process and allocate resources in order to meet the needs of this specific project.

WHAT IS THE GOAL?

When you have completed this tool, your team should be aligned around potential problems as well as those stakeholders who are most affected by this problem.

EQUITY STRATEGY

When assessing your design project, focus on identifying the stakeholders who are suffering most from the negative impacts of the problem.

120-180 minutes

#4 SELECTING A HUMAN-CENTRED DESIGN STRATEGY

WHAT IS THIS TOOL?

The **Selecting a Human-Centred Design Strategy** tools will help your team to reflect on the opportunity to engage stakeholders as members of the design team and to consider the factors that will influence how the community members might be able and willing to engage.

WHAT IS THE GOAL?

When you have completed these tools, your team will have selected one of the strategies for engaging the community that is most appropriate for the community you are working in and the problem you are working on.

CO-DESIGN STRATEGY

If you plan to engage community members as co-designers on the design team, now is the time to recruit participants to join the design team. Be sure to be sensitive to the power dynamics among the team members as well as other cultural considerations when approaching members of the community to join.

EQUITY STRATEGY

When recruiting community members to participate on the design team focus on identifying those stakeholders whose voices are most underrepresented or who are suffering most from the negative impacts of the problem.

60-120 minutes

#5 PROJECT CHARTER

WHAT IS THIS TOOL?

The **Project Charter** will help your design team to engage the management of the organisation as well as anyone overseeing this project in a conversation to confirm that all parties are aligned on the expectations and parameters of this design project.

WHAT IS THE GOAL?

When all relevant stakeholders have read the **Project Charter** and have signed the document, your design team will know that they have clarity on the expectations of the project and the support of those overseeing the project.

CO-DESIGN STRATEGY

If you plan to engage community members as co-designers on the design team, make sure that you clarify your strategy to those overseeing the project. Because this process is about aligning internal stakeholders, you may choose not to invite the community members to participate.

EQUITY STRATEGY

Ensure that no one feels pressured to sign the document if they don't feel comfortable doing so. Work to build consensus amongst all stakeholders regardless of their status in the organisation. Ensure that every participant on the design team has the appropriate permissions to participate and that their managers understand the time commitment.

PROJECT LAUNCH: TOOLS AND METHODS

3-5 hours

#6 LAUNCHING YOUR TEAM

WHAT IS THIS TOOL?

The **Launching Your Team** tools and activities will help your design team to establish working norms and begin to build relationships amongst the members of the team.

WHAT IS THE GOAL?

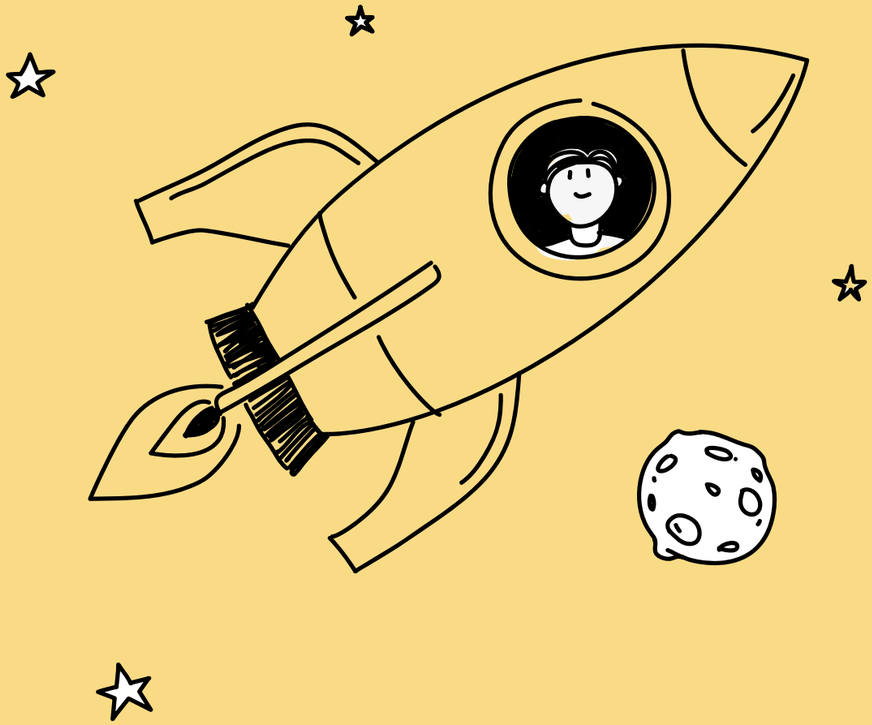
When you have completed these tools and activities, your team should be aligned around your team's expectations of each other as well as the commitments you have each made to the project and the team.

CO-DESIGN STRATEGY

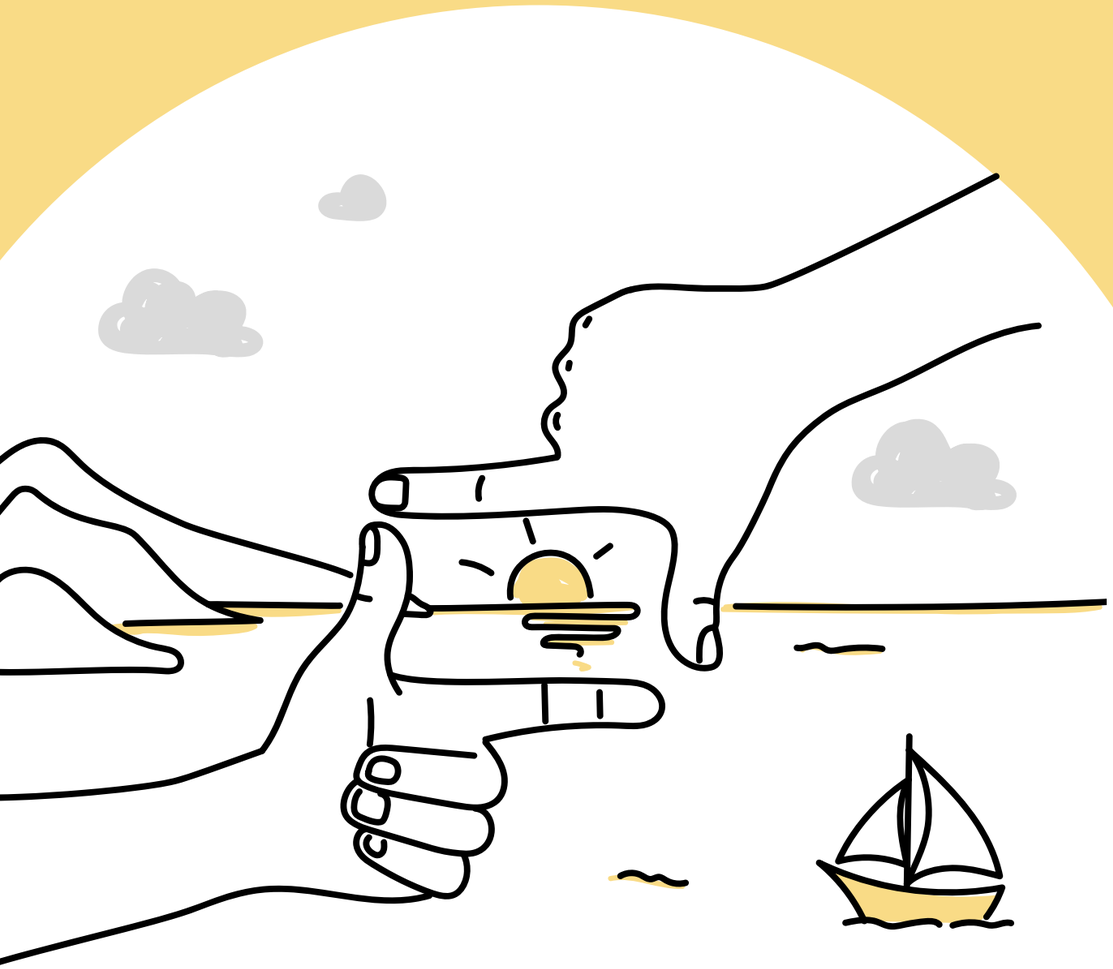
If you are engaging community members as co-designers on the design team, make sure to include them in these team building activities to help build trust and clarify expectations.

EQUITY STRATEGY

As these activities are likely the first that you will be doing as a full design team, pay attention to power dynamics, cultural expectations and personality styles. Ensure that the group is engaging all members of the team equally.



PROJECT LAUNCH:
SCOPING THE PROJECT



SCOPING THE PROJECT

Before you begin to plan your design project, you need to make sure everyone on the design team as well as everyone overseeing the project is **aligned with the scope of the project** as well as the problem you are working to solve.

It is important to make sure your design team understands any constraints of requirements of the project before you begin.

In the **Understand Phase** your design team will do more extensive background research. For this section, focus on what you know and don't know already about the problem and the design project.

After your design team has completed the first draft of the scoping tools, schedule a meeting with those overseeing this project to discuss your answers and make sure **everyone is aligned** around the same information.

60 minutes

DEFINING THE OPPORTUNITY

Instructions: As you begin your process of exploring the opportunities to improve outcomes for the community, take a few minutes to reflect on the nature of the opportunity to improve and the potential impact of the solution.

This will help your design team to better engage with the rest of the scoping process as well as the **Design Your Design Work** process in the next section. It is okay if you do not have definitive answers. When necessary, make your best guesses about the answers. Check with your colleagues who have worked in these areas before to get their feedback.

1. In one or two sentences, what is the opportunity to improve outcomes for the community? What is the goal of the project?

2. What are current barriers to meeting the project goals?

3. What are some of the assets of the community related to this project?

Use the tool to reflect on what you know so far about the problem space. If there is a project or funding proposal, be sure to reference those documents as you complete these questions.

Work together as a team to understand the context. Use your collective knowledge to reflect on the problem space. It's okay if you don't have the answers to every question. Do research, ask colleagues or engage community members to answer the questions your don't know. If there are questions left unanswered at the end of this process, use the tools in the upcoming design phases to better understand the context.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 21.

4. Circle all the United Nations Sustainable Development Goals potentially related to this project.

5. Circle all the relevant areas of knowledge and expertise for this project.

AGRICULTURE & FOOD SECURITY

CIVIL SOCIETY

CLIMATE RESILIENCE

INNOVATION

EARLY CHILDHOOD DEVELOPMENT

EDUCATION

HEALTH & NUTRITION

WORK & ENTERPRISE

GENDER

6. How many people are negatively effected by the current conditions?

60 minutes

Continued

DEFINING THE OPPORTUNITY

7. Is there a specific demographic group that is the focus of this project (gender, age, other?)

8. What is the geographic focus area of this design project? Where are the individuals most effected by this challenge located?

9. If your team was able to improve conditions, what do you think the impact might be?

Use the tool to reflect on what you know so far about the problem space. If there is a project or funding proposal, be sure to reference those documents as you complete these questions.

Work together as a team to understand the context. Use your collective knowledge to reflect on the problem space. It's okay if you don't have the answers to every question. Do research, ask colleagues or engage community members to answer the questions your don't know. If there are questions left unanswered at the end of this process, use the tools in the upcoming design phases to better understand the context.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 23.

10. Why is your design team optimistic about improving conditions?

11. What are the consequences for people if the conditions are not improved?

12. How might we measure success on this project?

60-120 minutes

WHAT WE ALREADY KNOW ABOUT THE CURRENT CONDITIONS OF THE TARGETED COMMUNITY

Instructions: As you begin your process of exploring the opportunities to improve outcomes for the community, take a few minutes to reflect on what your design team and your colleagues know about the **current conditions of the targeted community**.

It is okay if you do not have answers or information for all the questions. Check with your colleagues who have worked in these areas to get their feedback on your reflections. Your answers do not need to be extremely detailed. You will have a chance in the **Understand Phase** to go deeper into the information you have.

1. What data, research studies, observations, and/or community feedback has your design team used to determine some of the current conditions related to this project?

2. What data is accessible to help your design team understand the current conditions?

3. What data is not accessible that your design team would like to have?

4. How close are members of your design team to the targeted community?
   Do some of your design team members currently live there? Has anyone lived there in the past?

Use the tool to reflect on what you know so far about the problem space. If there is a project or funding proposal, be sure to reference those documents as you complete these questions.

Work together as a team to understand the context. Use your collective knowledge to reflect on the problem space. It's okay if you don't have the answers to every question. Do research, ask colleagues or engage community members to answer the questions your don't know. If there are questions left unanswered at the end of this process, use the tools in the upcoming design phases to better understand the context.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 25.

5. Have there been previous attempts by the community to improve conditions?

6. If yes, did those previous attempts fail or succeed? Explain why they failed or succeeded.

7. Have there been previous attempts by NGOs to improve conditions?

8. If yes, did those previous attempts fail or succeed? Explain why they failed or succeeded.

9. What else does your design team know about the targeted community in relation to the conditions we are working to improve?

60-120 minutes | *Continued*

WHAT WE NEED TO LEARN ABOUT THE CURRENT CONDITIONS OF THE TARGETED COMMUNITY

Assess:

As a design team, use the questions below to assess your understanding of the conditions relevant to your design project.

This assessment will help your design team to prepare to gather the needed information in the next phases of the design process.

When assessing the extent of your design team's knowledge, remember that your knowledge should not come from personal experiences long ago or from proximity to the community.

Instead, this knowledge should come from recent personal experiences you have had with the problem and/or from close relationships you have with people facing the problem currently.

1. How much does your design team know about the cultural values and beliefs of the community in relation to your design project?

A little ⟷ A lot

2. How much does your design team know about the desires and motivations of the community in relation to your design project?

A little ⟷ A lot

3. How much does your design team know about how much the community wants to see change related to your design project?

A little ⟷ A lot

4. How much does your design team know about the gender dynamics related to your design project?

A little ⟷ A lot

Reflect:

Now, as a design team reflect on the questions below. This reflection will help your design team to prepare to gather the needed information in the next phases of the design process.

1. What assumptions is your design team making about the current conditions that are positively affecting people in the targeted community?

2. What do you need to know more about the current conditions that are positively affecting people in the targeted community?

3. What assumptions is your design team making about the current conditions that are negatively affecting people in the targeted community?

4. What do you need to know more about the current conditions that are negatively affecting people in the targeted community?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 27.

Use the tool to reflect on what you do not know so far about the problem space. Be sure to ask colleagues and community members and look at research to make sure you aren't missing important data.

It's okay if you don't have the answers to every question. If there are questions left unanswered at the end of this process, use the design process to explore the answers.

60-120 minutes

SCOPING THE PROJECT

Instructions: Before you launch your design project, it is important to get clear on the scope of your design work. Consider what aspects of the project are **required** and what aspects can **shift over time**. Consider what aspects of the potential project **should not be included** because of the requirements of the project. Scoping the project will help your design team **align** with those overseeing the project as well as yourselves. It will also help your design team create a **project statement** that will guide your **design work.**

1. What is the rationale for the project? What is the argument in favor of devoting resources to this design project? Check the funding proposal or talk with the staff overseeing the project to confirm.

2. What is the organisation hoping to achieve by dedicating resources to this design project? What are the goals for this design project? What are the desired outcomes?

3. What are some of the success factors for the solutions generated from this design project? What are some of the non-negotiables for the design project? What has to be included?

4. What are the constraints of the design project? Are there potential directions for the design project that would not be approved because of constraints from the funder or the government? What is not included in the scope of this project?

5. What potential unintended harm to people or the planet could this project cause without a careful, thoughtful, participatory approach? How might your design team work to avoid these potential harms?

Use the tool to reflect on what you know so far about the expectations, goals and constraints of this project. If there is a project or funding proposal, be sure to reference those documents as you complete these questions.

Work together as a team to develop your best answers to these questions. Check with those supervising the project as well as Monitoring & Evaluation staff to get assistance completing the questions your team cannot answer on their own.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 29.

6. What are some of the risks related to doing this design project?

7. What permissions does your design team need to get in order to complete your design work? From whom?

8. How much influence does the organisation have in the community related to this design project?

9. How much influence does the organisation have with the government related to this design project?

60-120 minutes

FRAMING A HUMAN-CENTRED DESIGN PROJECT STATEMENT

Instructions: Once you have defined the opportunity, reflected on what your design team knows and doesn't know about the conditions of the community, clarified the resources available and scoped the parameters of the project, you are ready to review all of the information and make sure your project is scoped at the right level to position your design team to be effective. If the statement is too broad, it will leave your design team without focus. Too narrow and your design team will not have the opportunity to create innovative solutions that address the root causes of the problem. This is a four part activity.

Framing a project statement requires a process of narrowing down the problem space or scope of the project to the "right size." If the statement is too big, it will be difficult for your team to get momentum. If the statement is too small, you will limit your opportunity to scale positive change.

Use these tools to help your team brainstorm project statements at different scales and then use what you generated to help you narrow to the "right size."

01

BRAINSTORM PROJECT ELEMENTS:

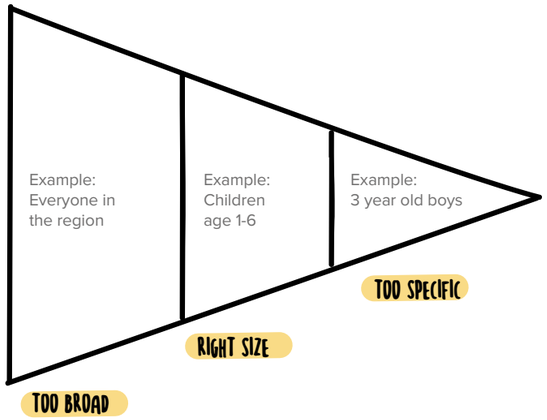
Use the charts below to brainstorm examples in each of the categories and at different levels of focus (broad, right size, narrow). This will help you to ensure your project is right-sized. Use the examples provided to guide your thinking about the different levels of focus. Keep notes of your ideas and discussions during the brainstorm because you will use them on the next pages.

TARGETED STAKEHOLDERS

A right-sized stakeholder group has specific needs and interests related to your project, a unique set of experiences you can draw inspiration from, and is broad enough that solutions created for them might be applied at scale.

TARGETED STAKEHOLDERS:

Targeted stakeholders are the people affected by the current conditions of the project or the demographic group who is the focus of this project

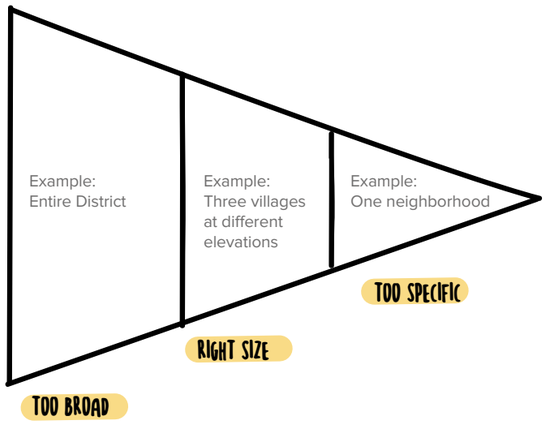


LOCATION

A right-sized location is large enough that you learn about different conditions of the targeted stakeholder group but not so large that your design team cannot meaningfully engage with stakeholders who live across the area selected.

LOCATION:

Location is where the people most negatively impacted by the current conditions live; Some projects might also focus on a specific region or demographic group



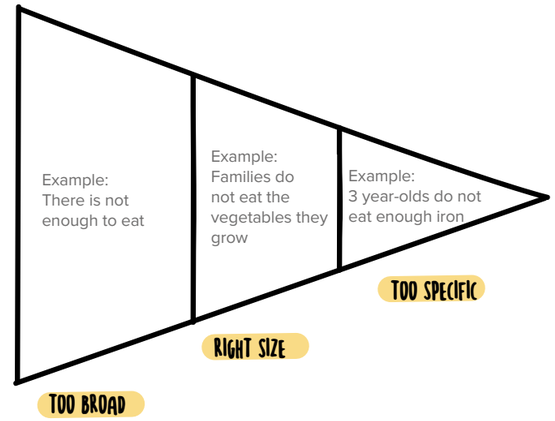
For more guidance for this tool as well as an example, refer to the **Resource Book** on page 31.

PROBLEM

A right-sized problem is broad enough that your solution will improve the conditions. If it is too broad it might feel impossible to make change and if it is too specific you miss the opportunity to scale the impact of your intervention.

PROBLEM:

The problem is one of the challenges facing a specific group of people that is contributing to adverse conditions or causing negative outcomes

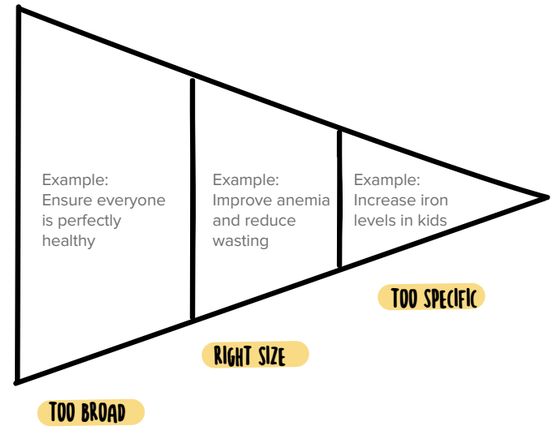


OUTCOME

A right-sized outcome is specific enough that it can be observed and measured but not so specific that it is too easily achieved and would not create lasting impact.

OUTCOME:

The outcome is the positive change that you are trying to create for the community that is beingw negatively impacted by the problem or facing adverse conditions

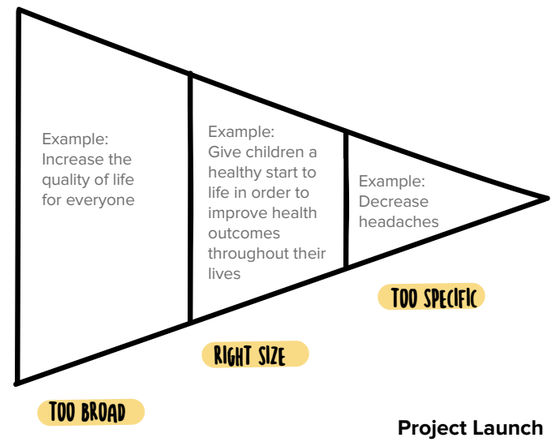


OBJECTIVE

A right-sized objective is specific enough that it feels possible to achieve with the resources available but not so specific that you miss the opportunity to address root causes and create lasting positive change for the broader community.

OBJECTIVE:

The objective is why your design team believes that this opportunity is worth working on - it represents the larger scale change that your design work could create



60-120 minutes | Continued

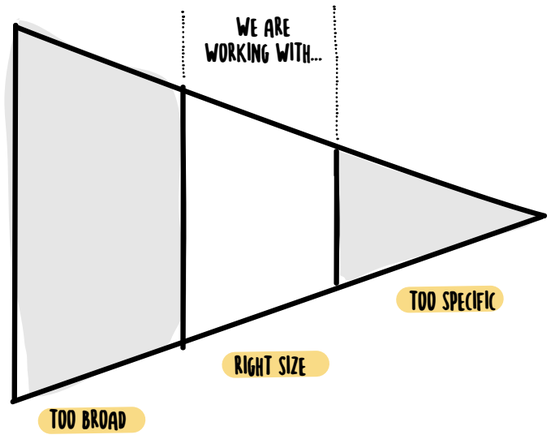
FRAMING A HUMAN-CENTRED DESIGN PROJECT STATEMENT

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 32.

02

FRAME A PROJECT STATEMENT:

Before you launch your design project, it is important to frame a project statement that articulates the scope of your design work. It is also important to frame your project statement in terms of your design teams' aspirations for improving outcomes for the community most negatively effected by the conditions you are seeking to improve. This project statement will guide your design team as you move through your design project. Your goal is to determine the right size, but you might try considering a too broad and too specific version of your answers to ensure you are, in fact, right sized with your project statement.



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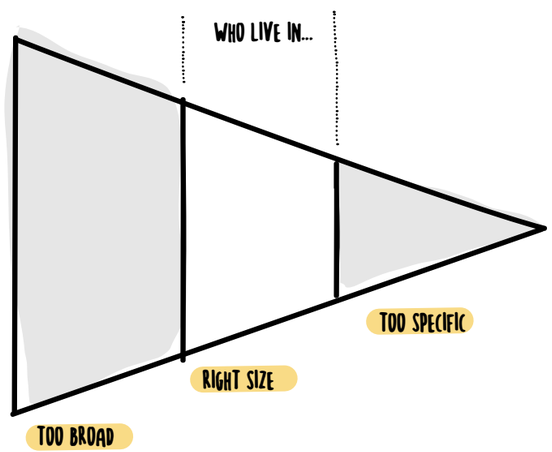


LOCATION

LOCATION:

Location is where the people most negatively impacted by the current conditions live; Some projects might also focus on a specific region or demographic group

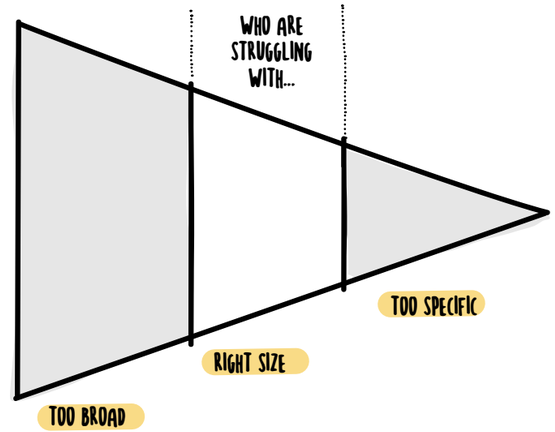
Framing a project statement requires a process of narrowing down the problem space or scope of the project to the "right size." If the statement is too big, it will difficult for your team to get momentum. If the statement is too small, you will limit your opportunity to scale positive change.

Use these tools to help your team brainstorm project statements at different scales and then use what you generated to help you narrow to the "right size."

PROBLEM

PROBLEM:

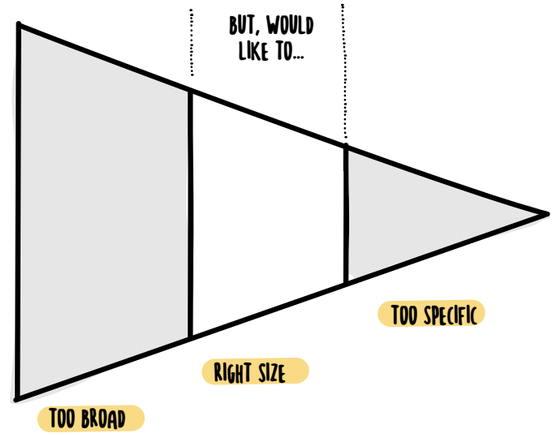
The problem is one of the challenges facing a specific group of people that is contributing to adverse conditions or causing negative outcomes



OUTCOME

OUTCOME:

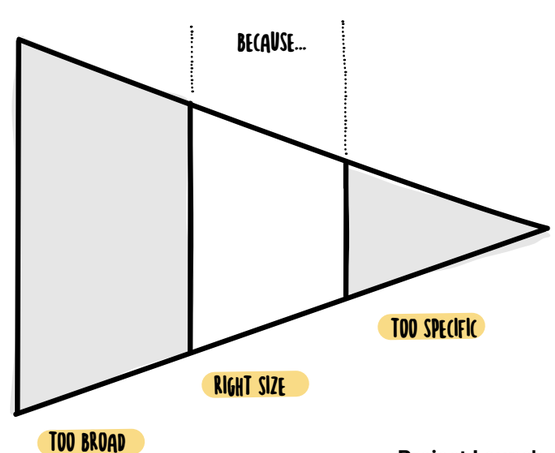
The outcome is the positive change that you are trying to create for the community that is being negatively impacted by the problem or facing adverse conditions



OBJECTIVE

OBJECTIVE:

The objective is why your design team believes that this opportunity is worth working on - it represents the larger scale change that your design work could create



60-120 minutes | Continued

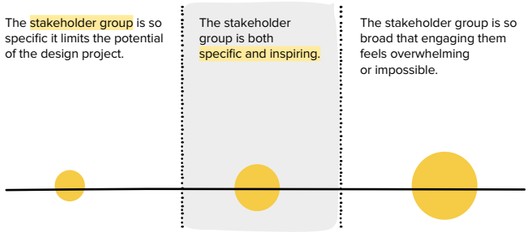
FRAMING A HUMAN-CENTRED DESIGN PROJECT STATEMENT

03

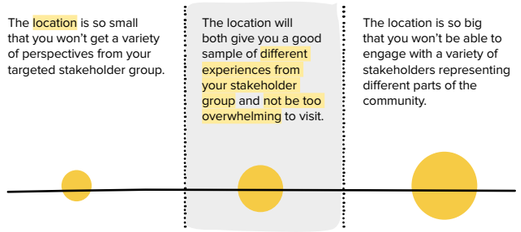
CHECK YOUR IDEAS:

Review the work you have done so far to scope the project and then use the spectrums below to assess and adjust your **Human-Centred Design project statement.** Your design team's goal is to scope a clear, specific and inspiring **Human-Centred Design project statement.** In order to accomplish that goal, work to align your design project statement with the criteria in the gray box. Mark an X on the line in the spot that best represents your answer to each prompt.

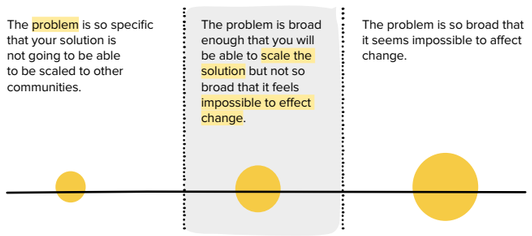
TARGETED STAKEHOLDERS



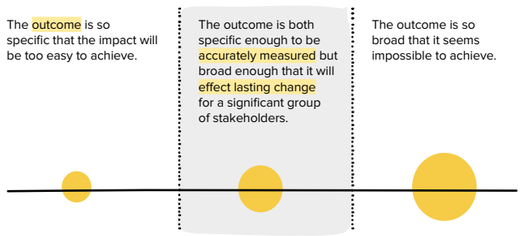
LOCATION



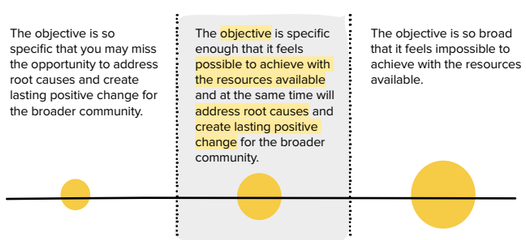
PROBLEM



OUTCOME



OBJECTIVE



Your final project statement should be clear and concise. When you read it aloud, it should sound like a complete and logical sentence.

Framing a project statement at the right level requires a process of iteration and refinement. Use all four of these tools to help your team iterate on your statement until it is at the "right size."

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 35.

04

ITERATE & FINALISE:

Using your reflections from the last exercise, **revisit your Human-Centred Design project statement** and make changes to improve the statement. Write your new project statement below. Read it aloud to your design team. Does the project statement make logical sense? Does the project statement flow? Is your project statement clear? Does your project statement inspire your design team? Make adjustments and finalise your project statement below. A clear, **Human-Centred Design project statement** will be your team's northstar throughout your project.

WE ARE WORKING WITH...

Targeted stakeholders:

WHO LIVE IN...

Location

WHO ARE STRUGGLING WITH...

Problem

BUT, WOULD LIKE TO...

Outcome

BECAUSE...

Objective

PROJECT LAUNCH:

SELECTING A HUMAN – CENTRED DESIGN STRATEGY

120-180 minutes

SELECTING A HUMAN – CENTRED DESIGN STRATEGY

There are a variety of strategies for engaging the community from which your design team may choose. The strategy your design team selects should reflect the needs and desires of the community.

The following section includes questions to help your design team make decisions about how to best engage the community in a participatory design process.

After your design team completes the reflection questions, review the strategies for community-based design and select the Human-Centred Design strategy that is most appropriate for the community you are working in and the problem you are working on.

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.

ORGANISATIONAL READINESS FOR COMMUNITY ENGAGEMENT

Instructions: What are your design team's goals for facilitating a participatory design process? What are you hoping to gain by engaging community members in the design process? Reflect on the questions below to evaluate your design teams' readiness to engage in a participatory design process. Then, mark an X on the line at the spot that best represents your answer to each prompt.

Little internal support for shared decision-making

Significant internal support for shared decision-making

How can you ensure that your organisational leadership, donors, etc. related to this project are **supportive of engaging community members** in a shared decision-making process?

Little design expertise & technical support

Extensive design expertise & technical support

Do all of the members of the **design team (community members and staff) have enough design expertise and technical support** to complete this project with high quality work?

How can your ensure that the **members of the design team have the guidance and support they need to complete this design project** with high quality work?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 36.

Use the tool to reflect on what you know about the communities related to this design project. It's okay if you don't have the answers to every question. Do research, ask colleagues or engage community members to answer the questions you don't know.

ASSESSING FEASIBILITY OF COMMUNITY MEMBER PARTICIPATION

Instructions: Use these reflection questions to assess the community members' interest in participating in the design project. Consider the resources (time, compensation, travel, etc.) required for community members to participate in the design project. Then, mark an X on the line at the spot that best represents your answer to each prompt.

Little interest and/or ability to participate from the community

Significant interest and/or ability to participate from the community

How might your design team **build trust with community members** in order to invite them to participate?

How might your design team **compensate community members for their participation** on the design team?

Few resources to support community members to participate

Many resources to support community members to participate

What are some of the **barriers that might prevent community members from participating** (time commitment, compensation, travel, etc.)?

How might your design team **remove some of those barriers in order to make it possible for community members** to either partially or fully participate?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 37.

If there are questions left unanswered at the end of this process, be aware of those unknown dynamics as you engage the community and be sensitive to potentially difficult topics or relationships.

CULTURAL FACTORS THAT INFLUENCE COMMUNITY MEMBER PARTICIPATION

Instructions: Use these reflection questions to assess community members' comfort with participating in the design project. Consider the cultural norms, values and beliefs (gender dynamics, age dynamics, hierarchy, status, power and influence, etc.) that will influence the participation of community members. Then, mark an X on the line at the spot that best represents your answer to each prompt.

Cultural norms do not promote equal participation → **Cultural norms do promote equal participation**

What are some of the cultural norms that might make it difficult for the design team to work together effectively? **What are some of the cultural norms that will help build trust and promote participation?**

How might you address some those norms in order to build trust, promote equal participation and create an effective collaboration?

Values & beliefs about hierarchy do not promote equal participation → **Values & beliefs about hierarchy do promote equal participation**

What are some of the values and beliefs about hierarchy that might make it difficult to for the design team to work together effectively? How might gender dynamics play into the hierarchy?

How might you address some of those values and beliefs in order to build trust and create an effective collaboration?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 38.

Use the tool to reflect on what you know about the communities related to this design project. It's okay if you don't have the answers to every question. Do research, ask colleagues or engage community members to answer the questions you don't know.

COMMUNITY'S WILLINGNESS TO ENGAGE

Instructions: Use these reflection questions to assess the broader community's appetite for participating in the design project and welcoming the solutions generated. Then, mark an X on the line at the spot that best represents your answer to each prompt.

Community is unwilling to participate in the design project → **Community is willing to participate in the design project**

What are some of the factors that might make it difficult for the design team to work effectively with the community? **Why might the community be unwilling to participate in the design project?**

How might you address some of those factors in order to **build trust and create an effective collaboration with the community?**

Community is not receptive to new solutions → **Community is receptive to new solutions**

What are some of the factors that might make the **community skeptical of solutions generated by the design team?**

How might you address some of those factors in order to **build trust and create a welcoming attitude for change?** How might you address those factors in order to increase the adoption of new solutions?

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 39.

If there are questions left unanswered at the end of this process, be aware of those unknown dynamics as you engage the community and be sensitive to potentially difficult topics or relationships.

SELECTING AN ENGAGEMENT STRATEGY FOR HUMAN – CENTRED DESIGN

Based on your design team's reflections and answers to the questions in the previous section, review the following diagrams and discuss the best strategy for engaging the community in your design project. Remember to consider all of the factors that might influence community members' participation.

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.

0	1	2	3
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-Centreed 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**.

0	1	2	3
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-Centreed 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**.

0	1	2	3
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-Centreed Design**	**Co-Design**	**Community-Led Design**

A	+	B	+	C	=	TOTAL

Traditional Design & Development	User-Centreed Design	Co-Design	Community-Led Design
0-2*	3-4	5-7	8-9

*If your team's reflection results in this strategy, do what you can to determine if you can shift the dynamics enough to move to the User-Centred Design category.

Now that you have determined the best strategy given the current conditions, use the diagram on the next page to determine which phases of the design process community members will participate in. If you are planning to **engage community members on the design team, begin recruiting participants before you launch the design project and be sure to inform participants on what is expected before they commit** to joining the design team.

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

PHASES OF THE DESIGN PROCESS THAT COMMMUNITY MEMBERS WILL PARTICIPATE IN

Use this diagram to determine which phases of the design process community members will participate in.

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.

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.

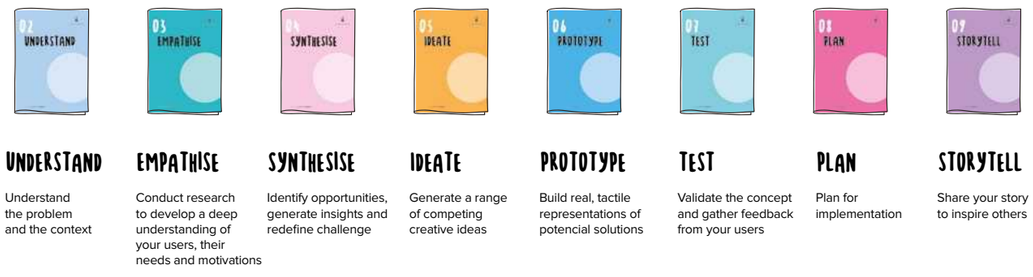
In a **Co-Design** process, external experts and community members work together on a design process where decision-making is based on the consensus of the group. This process engages technical experts as well as those with lived experience to design solutions that are most effective for the community.

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 not, what parts of the design process do you want to engage community members in? Take a look at the diagram on the next page 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 on stakeholders' time.

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 opportunities, 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

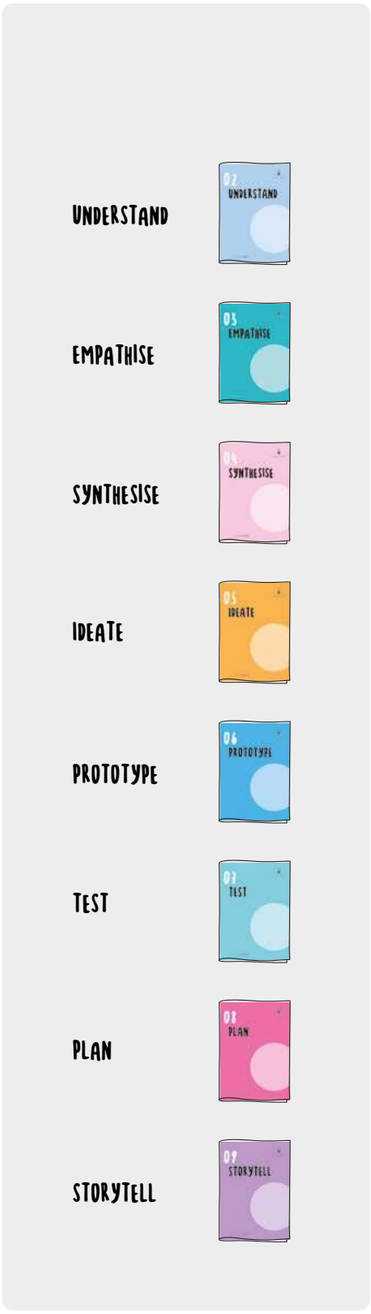
STORYTELL
Share your story to inspire others

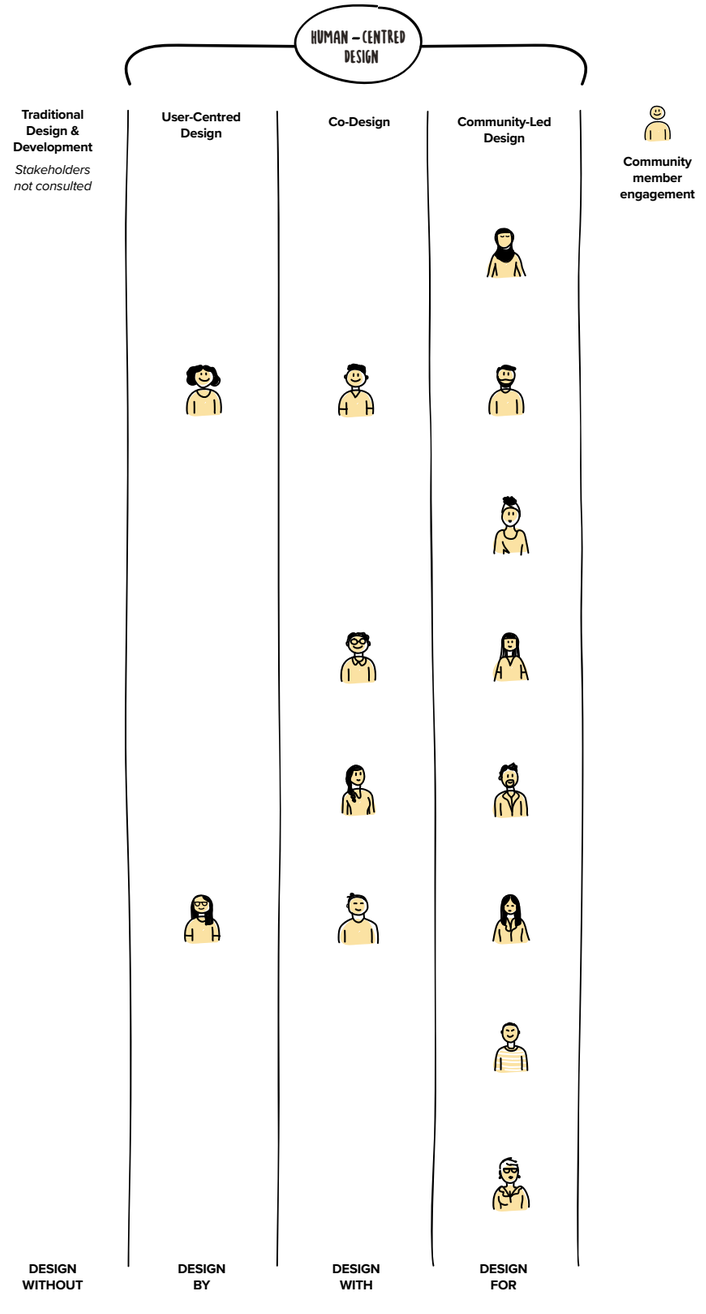
When you are engaging community members in the design process, either as stakeholders sharing feedback or as members of the design team, it is best practice to compensate the community members for their time and their contributions to the project.

Use the tool to reflect on when in the design process is most appropriate to engage community members, especially if community members are not able to join the design team full time.

Be sure to be transparent with community members about the time commitment and expectations for participating. Be aware of the potential power dynamics between internal staff and community members. Make sure the community members do not feel pressured to participate. If community members are not working on the project full time, be sure to be transparent about what they are missing and keep them updated on the project.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 43.



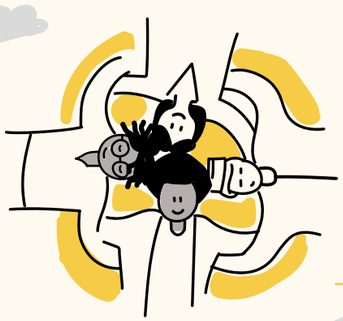


PROJECT LAUNCH:

CREATING DESIGN TEAMS

180-240 minutes

CRITERIA AND CONSIDERATIONS FOR DESIGN TEAMS



This document notes several considerations to keep in mind while forming design teams to work on a **Human-Centred Design** projects. The tasks outlined are suggestions only, and specific details will be defined with the development of each team's project work plan.

A key component of forming a design team for a design project is ensuring a diversity of perspectives. Development challenges are complex problems that require comprehensive solutions; the greater the diversity of participant perspectives the more comprehensively your design team can think through the challenges.

In the same way that the composition of an orchestra is critical to producing rich and successful concerts, the composition of a design team can radically change the outcome of a project, especially when using a **Human-Centred Design** approach.

TEAM SIZE

Working in a design team is a collaborative effort and requires team members to work closely with each other, engage in group work, and coordinate working schedules. The ideal size for a design team is 3 to 4 members with a variety of backgrounds and expertise.

Having 3-4 total team members will allow the team to assign tasks and reduce the individuals' overall workload. It is critical that women are equally represented on the team.

TEAM COMPOSITION

Multidisciplinary - Design projects focused on social issues such as poverty, access to education and healthcare, and conflict resolution are complex, layered, and multidimensional in nature. To fully contextualise and address these challenges, we need multiple subject matter experts. It is recommended that a design team has representation from subject matter experts relevant to the design project. The design team will also engage additional technical experts as extended design team members.

Representative - The goal of **Human-Centred Design** is to engage communities in both defining the problem and generating the solution. To realise this goal, your team needs to embed relevant local communities and stakeholders into the design teams. It is advised that each design team has representation from program staff as well community-based stakeholders who currently live in the communities the design project are focused on.

This will enable the team to have a closer access to information, stakeholders, and contextual knowledge needed for the project. For more information on these approaches to community engagement, read the **Equity & Design** and **Strategies for Community-Based Design** sections of the **Introduction to HCD Guidebook** as well as the **Selecting a Community-Based Design Strategy** in this guidebook.

Inclusive - The exact composition of your design team will depend on the project, but the team will ideally include someone who is experiencing the challenge themselves (a community member, a potential user or consumer), someone who can design the solutions to the problems identified (designers, technical experts), and someone who can support implementing the potential solution (government workers, CSOs, business representatives, etc.)

POSSIBLE ROLES ON A DESIGN TEAM

As a member of the design team, you are committing to supporting your team as you progress through your design project. During this process, you may have support from a **Design Coach**. The Design Coach will check in with the design team to answer questions, to provide support and to offer feedback about your design work. If you do not have access to a **Design Coach**, think about how you might access technical advice throughout your design project.

Your team will also have a **Design Lead** who is embedded on your team. The **Design Lead** oversees the design process and learning journey with the support from the Accelerate Impact team and **Design Coach** when available. The **Design Lead** coordinates team meetings, delegates tasks and ensures that the design team is making progress.

STAKEHOLDER		DESCRIPTION
Design Coach (DC)		• Experienced designer • Supports design teams through the entire design process • May or may not be available to the design team, depending on the project
Design Lead (DL)		• Has experience in **Human-Centred Design** • Leads team through the process • Coordinates collaboration time and fieldwork
Design Team Member		• Works with the team through the activities and field work • Is guided by the **Design Lead** • Mixed gender and multidisciplinary
Extended Design Team (EDT)		• Global Programme Team members, technical experts and community members • Provide advice and feedback to the design team and support decision-making

ROLES ON A DESIGN TEAM

Described below are the expectations for design team members working on a design project. It should be noted that the tasks outlined are recommendations, and specific details will be defined with the development of the project's work plan. In addition, the design team might be supported remotely with technical assistance throughout the duration of the project. If remote technical assistance is not available, how might your design team get technical support when needed?

DESIGN TEAM ROLES
Design Lead
Design Team Members

EXPECTATIONS FOR ROLES ON A DESIGN TEAM

Design Lead

- Act as coordination and overall project management point of contact for technical advisors
- Coordinate and monitor design team members in line with agreed tasks and design project work plan
- Report updates on progress and work plans to relevant design team members' line managers, senior management, and create semi-annual donor reports
- Coordinate all necessary logistics (remote training facilities and participant mobilisation, research participant recruitment, field visits, etc.)
- Provide in-country design support and leadership for the design teams

Design Team Members

- Actively participate in trainings, weekly design team meetings, weekly reviews with technical advisors, monthly extended team presentations with technical advisors
- Communicate challenges/delays/other concerns with technical advisors in a timely manner
- Undertake tasks as described and required in each phase of the design process
- Approach the challenge as an opportunity to learn, develop new skills and challenge current thinking
- Keep line managers and other relevant individuals up to date on progress and work plans
- Work in a collaborative manner with fellow design team members

HOW DIFFERENT ROLES MIGHT PARTICIPATE IN THE DESIGN PROJECT

GUIDE

Accelerate Impact

Accelerate Impact Team

SUPPORT

Extended Design Team and Design Coach

DRIVE

Extended Design Team

Design Lead

Team Members

Core Design Team

POTENTIAL SUPPORT STRUCTURE

Watch training videos for each phase of design process

Watch tool orientation video for every design activity

Design Activities

Field Work

Reflect & Share with colleagues

Design Critique

Move to next phase of the process

PLANNING A DESIGN PROJECT

As a team, there are several considerations that you need to discuss and agree on. Participating on a design team takes dedicated time and a commitment to complete the project. For a rigorous, full scale design project, every member of the design team should plan to invest between 160 and 240 hours of work. Some of this work will be dedicated collaboration time and some of this work will be independent time. These hours can be deployed differently depending on the design project model you choose.

For more guidance on designing your design project, read the **Design Your Design Work** section in this guidebook.

DESIGN PROJECT MODELS:

When choosing a model, design teams should consider the time constraints they have regarding their other work responsibilities. Because shorter periods of time yield better momentum on the team, the Sprint and 3 Month Model are preferred. If there are too many time constraints for members of the team, the longer time frames (6 month and 1 year models) are recommended.

SPRINT MODEL

4 weeks of full-time, dedicated work to complete the design project.

Advantages: The design team maintain momentum and previous design work is clear in everyone's mind, external support can be embedded on the team

Disadvantages: The design team members need to be relieved of most (if not all) other duties for a significant period of consecutive time

3 MONTH MODEL

2 weeks per month are dedicated to working on the design challenge; this might be 2 consecutive weeks, this might be 2-3 days a week.

Advantages: The design team maintain momentum and previous design work is clear in everyone's mind; external support can be embedded on the team for concentrated periods of time

Disadvantages: The design team participants need to be relieved of most (if not all) other duties for significant periods of time during this process

6 MONTH MODEL

1 week per month is dedicated to working on the design project; this might be 1 week sprints, this might be 1-2 days a week.

Advantages: The design team members can work around some of their other duties while also participating on the design team

Disadvantages: The design team may lose momentum or lose touch with the design work they completed earlier in the process; it may be more difficult for external help to embed with the team

1 YEAR MODEL

4-5 days a month

Advantages: The design team participants can work around some of their other duties while also participating on the design team

Disadvantages: As the design project stretches over a year, conditions may change which may cause the team to revisit previous work and restructure the design team

As a design team, work with your organisational leadership as well as community members who might join you as co-designers, to pick the model that is best suited to your organisational resources. You can also modify any of the models to better meet your design team's needs.

TIME COMMITMENT FOR DESIGN LEADS

Design Leads will dedicate 10 percent more time to allow them to coordinate the design process, etc.

MEETINGS

Your **Design Lead** will coordinate team meeting times. Work together to find meetings times that work for everyone on the team. Having several regularly scheduled meeting times that are held on team members' calendars is a helpful strategy to ensure that everyone can participate.

VIRTUAL OR IN PERSON

Your team will need to decide how you will collaborate: will you meet in person or virtually? All toolkit materials will be provided in both print and digital versions. All the tools and materials will be accessible through the online collaboration tool, MURAL.

If your team is meeting in person, it is best if you can find a dedicated team space to store your materials. If you are meeting virtually, your team will want to practise using online collaboration tools like Zoom (meeting platform) or Microsoft Teams and MURAL before you launch the project.

PLEASE NOTE:

In order to participate in a design challenge, you will likely need to delegate some of your work responsibilities to create bandwidth to participate. Some weeks might require more time and some less.

It is critical that you are able to participate fully in this project. You may need to work with your supervisor to ensure that you have the time available in your schedule alongside your other work responsibilities.

Your **Design Lead** will work with your **Design Coach** to determine how often your design team engages with them.

60-120 minutes

CLARIFYING PROJECT RESOURCES

Instructions: Before you launch your design project, it is important that your design team understand the resources available for your design project. The resources that are dedicated to the project will influence the scope of your design project. Gather the information required to answer the questions below. Once you have answered all the questions, have a conversation with those overseeing the project to ensure your design team have accurate information and you all are aligned.

Your team might not have all the required information at this point in the process. Take note to return to this tool when you have fully onboarded all of the members of the team.

Remember that your team's reflections on this tool might shift and evolve as the project continues. These are just your best estimates right now.

Which staff members will be committed to advance this design project as a part of the design team?

Design Lead

What is the total number of hours per week of staff time that will be dedicated to advancing this design project (for example, if you have 2 people at 40 hours that would be 80 hours; 3 people at 20 hours would 60 hours)?

_____ people

X

_____ hours

=

_____ hours

Which staff members might support the project with technical support and feedback?

Design Lead

What is the total number of hours per week of staff time that will be dedicated to supporting this design project (for example, if you have 2 people supporting the team for 20 hours that would be 40 hours; 3 people at 10 hours would 30 hours)?

_____ people

X

_____ hours

=

_____ hours

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 45.

What is the timeline for this project? What is a good date for the project to be 25% complete? 50% complete? 75% complete? 100% complete

25% 50% 75% 100%

How experienced are the members of the design team in **Human-Centred Design**?
Mark an X on the line at the spot that best represents your answer.

Not experienced — Somewhat experienced — Very experienced

What HCD training or resources will your design team need? Are you able to access what is needed?

What is the budget for the design work? Does the design team have access to necessary funds to pay for staff time, travel, supplies and compensation for community members?

What is the target budget for implementation? Estimating the possible budget will help the design team to keep their proposed solutions scoped to within this potential budget.

PROJECT LAUNCH:

DESIGN YOUR DESIGN WORK

WELCOME TO DESIGN YOUR DESIGN WORK

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.

We define innovation as the intersection of ideas that are technically feasible, environmentally sustainable, financially sustainable, and most importantly, desirable to those who will benefit most from the solution

Social innovation also implies that the solution being implemented is new -- either brand new to the world or newly implemented in a particular context or implemented with a new point of view.

How do we get to those new, innovative solutions? Especially when working in difficult contexts or on seemingly intractable problems?

One proven methodology is **Human-Centred Design**. On the following pages your team will be able to assess and explore whether **Human-Centred Design** might be a helpful process for your social innovation work.

Throughout this section are a series of frameworks, reflection tools, and flowcharts that will help you and your team determine the most successful pathway in the **Human-Centred Design** process. There is not a "one-size fits all" approach to **Human-Centred Design**, so your context, capacity, time, and skills will help to define the best possible approach for your work.

All great journeys start with a plan and a single step, so let's get started Designing Your Design Work.

60-120 minutes

DESIGN YOUR DESIGN WORK FLOW

1 SCOPING THE PROJECT & CREATING DESIGN TEAMS

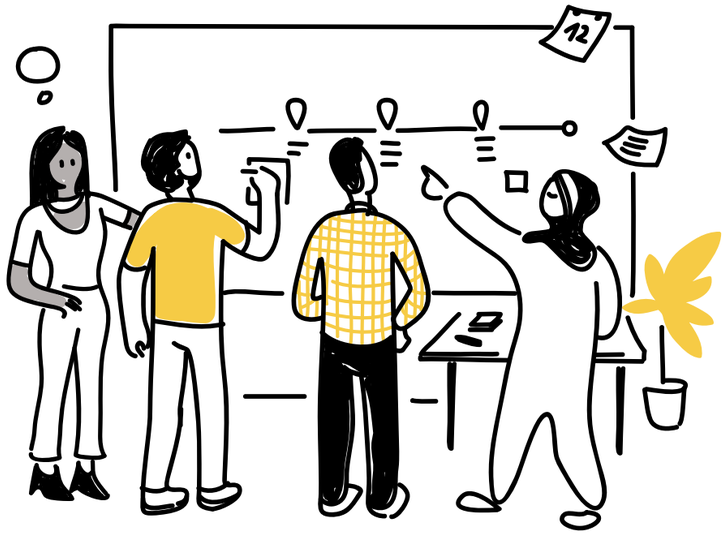
2 INNOVATION POTENTIAL DIAGNOSTIC TOOL

3 INTRODUCTION TO DESIGN PROJECT PATHWAYS

4 FINALISING YOUR DESIGN PROJECT PATHWAY

5 GUIDANCE ON YOUR DESIGN PROJECT PATHWAY

WHAT IS DESIGNING YOUR DESIGN WORK?



Completing a **Human-Centred Design** process can look a lot of different ways. Some teams might tackle a project in a week-long sprint. Some teams may dedicate six months to a year to complete a design process.

Furthermore, some teams might already have a solution in mind and do not need to start at the beginning of the **Human-Centred Design** process. In fact, there is no true beginning to a **Human-Centred Design** process. While this process is often presented in a linear way, in some cases it may be more productive to begin the design process with testing ideas or defining problems.

Recognizing that not all teams need to begin in the same place and that not all problems require the same investment of time and resources, this section is designed to help your team **evaluate the problem** you are hoping to solve, in order to determine the most productive course of action.

There are also instances where the nature of the problem and the potential for making positive change warrant a deeper time investment. Identifying these opportunities that are ripe for **social innovation** is critical in order for your team to properly resource the project and create the conditions for a robust **Human-Centred Design** process to be completed.

Through a series of reflective exercises, your team can use this section to evaluate the problem you are hoping to solve and determine a potential pathway for designing a solution. Some pathways require less time investment and some require more. Different pathways recommend starting with different phases of the **Human-Centred Design** process.

Once your team has determined a pathway, use the flow charts to help you determine what you need to properly resource and plan your project.

Your design team may not have all the necessary information - that's okay! Just make your best guesses.

When you are ready to launch your design process, refer to the charts for your pathway to determine which tools from the **Human-Centred Design** process your team should complete.

If you are interested in learning more about applicationsof these pathways in different projects, check out the case studies in the back of the Resource Guidebook.

Scan this QR code to go directly to this resource.

PROJECT PATHWAYS

ROBUST PROCESS

The pathways below are designed to tackle complex problems with a high innovation potential. These pathways guide teams to dig deep into a problem using a robust set of tools in order to uncover breakthrough solutions.

QUESTION ASSUMPTIONS IN ORDER TO SUCCEED

Reconsider what you already know and use the design process to validate or refine the assumption you might have about this problem.

DIG IN TO EXPLORE THE PROBLEM

Your team will take a deeper look at the problem and explore the root causes to better understand the stakeholders' perspective.

INVEST TO INNOVATE AT SCALE

This is a problem that affects many people and is worth a full investment of your team's time and resources to reach innovate solutions.

STEP BACK TO UNCOVER NEEDS

Your team has a good understanding of the problem, but wants to leverage some design research tools to better define stakeholder needs.

Your team might not have all the required information at this point in the process. Do research, ask colleagues or engage community members to answer the questions you don't know.

Remember that your team's reflections on this tool might shift and evolve as the project continues. These are just your best guesses right now.

PROJECT PATHWAYS

FOCUSED PROCESS

The pathways below are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

EXPLORE TO LEARN MORE

This project pathway uses multiple tools to help your team gain a deeper understanding of the problem and determine the best ideas before investing more of your resources into the solution.

WORK QUICKLY TO GET NEW PERSPECTIVES

When your team is working on a persistent problem, use a rapid process to reconnect with your stakeholders because they are closest to the problem you are trying to solve.

SPRINT TO TEST IDEAS & ITERATE

If your team already has a solution in mind, then quickly test it with your stakeholders to gain feedback to improve the initial idea.

PROTOTYPE TO CREATE BUY – IN

Stakeholder needs and gain deeper insight about building an effective solution.

RAPIDLY EXPLORE ROOT CAUSES

This pathway is best utilised for a team that has a solution in mind, but would benefit from exploring whether their solution and their stakeholder needs are aligned.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 316.

Your team might not have all the required information at this point in the process. Do research, ask colleagues or engage community members to answer the questions you don't know.

Remember that your team's reflections on this tool might shift and evolve as the project continues. These are just your best guesses right now.

PROJECT PATHWAYS

ALTERNATIVE PROCESS

The pathways below are designed to support teams who are working on a problem where **Human-Centreed Design** is not the best approach. These pathways support teams to design a pathway appropriate to the problem they are trying to solve.

GENERATE IDEAS RAPIDLY

This pathway is for teams that have a good understanding of the problem and stakeholders, and would benefit from generating many possible solutions to consider.

CONSIDER OTHER APPROACHES

Not all problems fit into the HCD process, but there is potential for your team to reframe the challenge or look for other methods to support your work.

RAPID SPRINT

The pathways below are designed to support teams to leverage **Human-Centreed Design** tools in quick bursts to help them learn more about a problem while using fewer resources. These pathways offer a place to start, especially when a team has limited time and resources.

HALF DAY SPRINT: DESIGN RESEARCH

This pathway is best utilised for a team who does not have a lot of time or resources but needs to get to insight into the beneficiaries' needs and experiences quickly.

HALF DAY SPRINT: PROTOTYPING &TESTING

This pathway is best utilised for a team who does not have a lot of time or resources but needs to learn about an idea they have and test the assumptions they are making in a half day workshop.

HALF DAY SPRINT: IDEATION

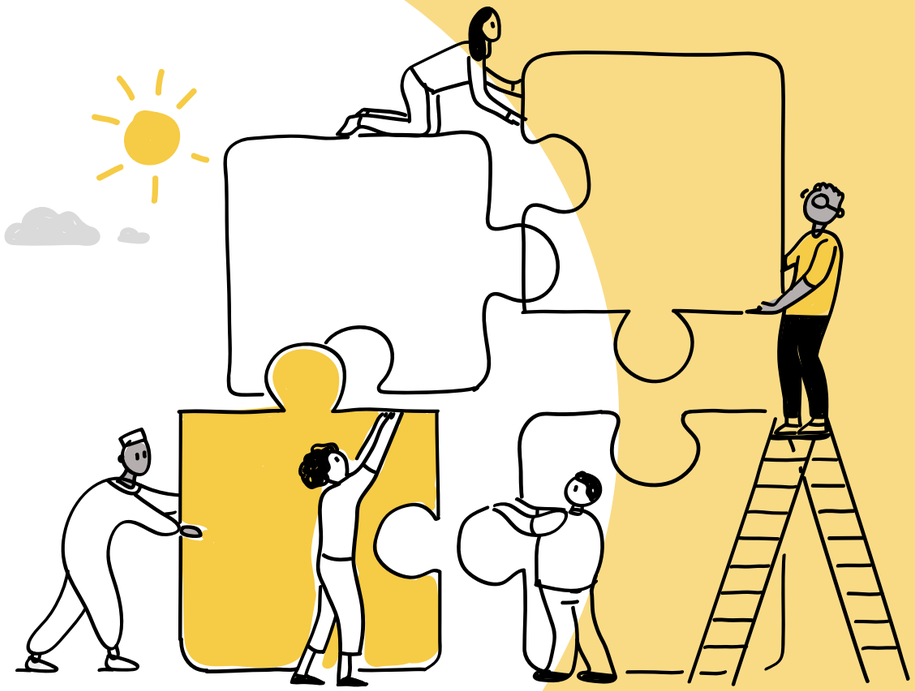
This pathway is best utilised for a team who does not have a lot of time or resources but needs to generate a lot of creative solutions quickly.

FULL DAY SPRINT

This pathway is best utilised for a team who does not have a lot of time or resources but wants to invest one full day in engaging with stakeholders, generating ideas and testing the most viable ideas quickly. This process will likely lead to more investment in design work but will help advance the teams' thinking about a problem in a full day workshop.

DESIGN YOUR DESIGN WORK:

INNOVATION POTENTIAL DIAGNOSTIC TOOL



INNOVATION POTENTIAL DIAGNOSTIC TOOL

ASSESSING THE INNOVATION POTENTIAL OF A PROJECT

Your team will use the **Innovation Potential Diagnostic Tools** based on four core areas to determine the innovation potential of a project. These areas are:

- **Assessing the Difficulty of Making Positive Change**
- **Assessing the Potential Transformational Impact of a Project**
- **Assessing the Potential of an HCD Approach**
- **Assessing Your Team's Understanding of the Problem**

Each diagnostic outcome will result in a different pathway for your project work. You might determine that a project has low innovation potential and still decide it is a worthwhile project; it just requires a different approach.

To use this tool, your team will chart your project on these four frameworks, responding to the two spectrums that make up the grid.

You will place your potential project in one quadrant for each grid. That quadrant will have either a letter or a number next to a description.

The description in each quadrant will contextualise the potential use of **Human-Centred Design** as a tool for addressing the unique attributes of the project. Once you have completed the four frameworks, you will gather up your three numbers and one letter into a 4 character code.

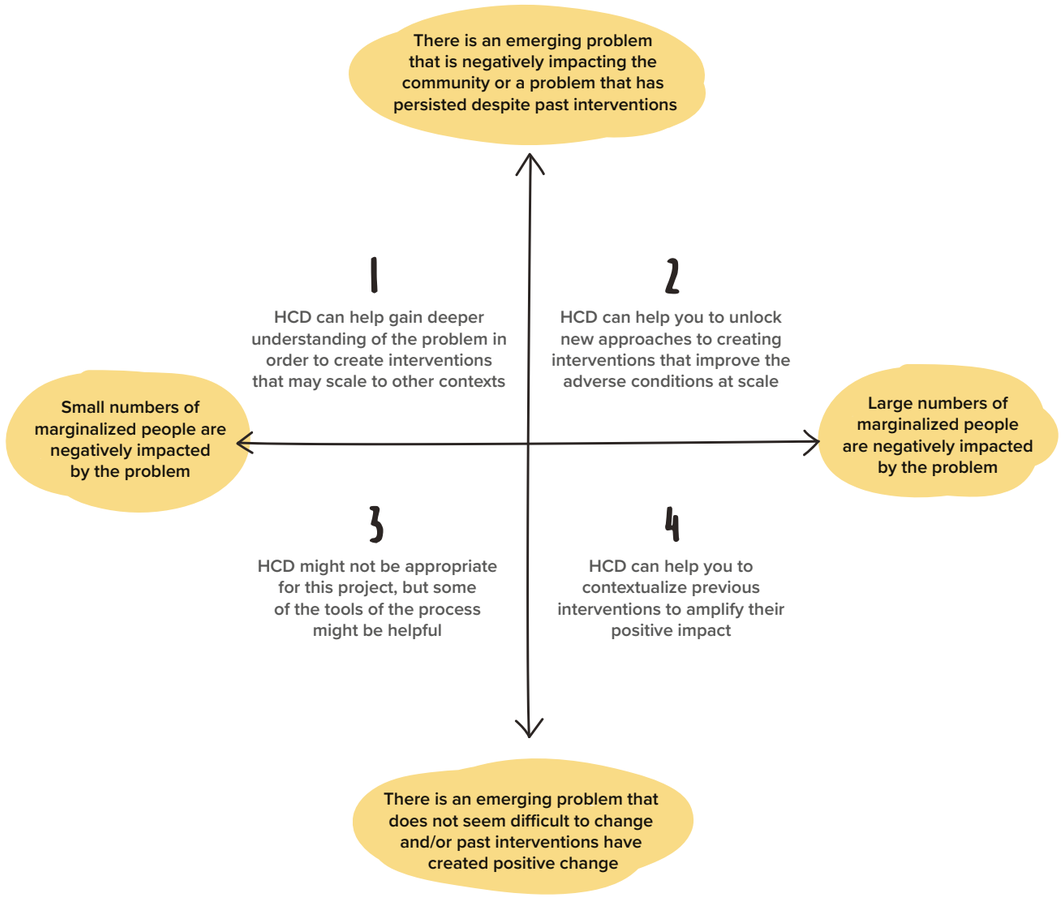
This code will correspond to a recommended project pathway, many of which utilise **Human-Centred Design** in different formulations but some that do not. Each project pathway has a different goal, a different starting place and a different recommendation for how much time to invest in the project. Each project pathway also includes a recommended sequence of Phases, tools and methods from the HCD process that align to the needs and goals of this project.

Please note: there are no right or wrong answers!

ASSESSING THE INNOVATION POTENTIAL OF A PROJECT

01 ASSESSING THE DIFFICULTY OF MAKING POSITIVE CHANGE

Instructions: Use this tool to determine how difficult it might be to help improve the conditions of the community most relevant to your **Human-Centred Design Project Statement** (see the **Scoping the project** section of this **Guidebook).** This tool will help you determine if **Human-Centred Design** will be useful in developing new approaches to solving the problem.



For more guidance for this tool as well as an example, refer to the **Resource Book** on page 46.

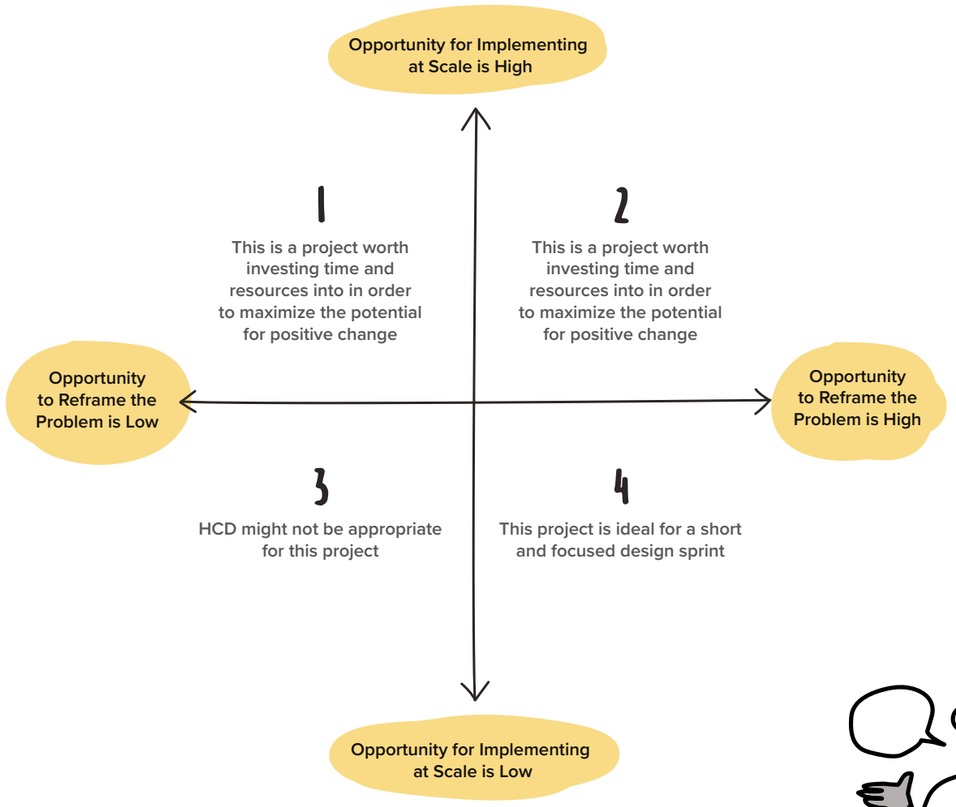
*A **problem** is one of the challenges facing a specific group of people that is contributing to adverse conditions or causing negative outcomes*

Implementing at Scale means there is an opportunity to reach large numbers of people and this comes with more efficiency and systems that can have a broader reach and bigger impact across many communities

ASSESSING THE INNOVATION POTENTIAL OF A PROJECT

02 ASSESSING THE POTENTIAL TRANSFORMATIONAL IMPACT OF A PROJECT

Instructions: Use this tool to assess the transformational potential of a project in order to allocate the appropriate resources to that project.

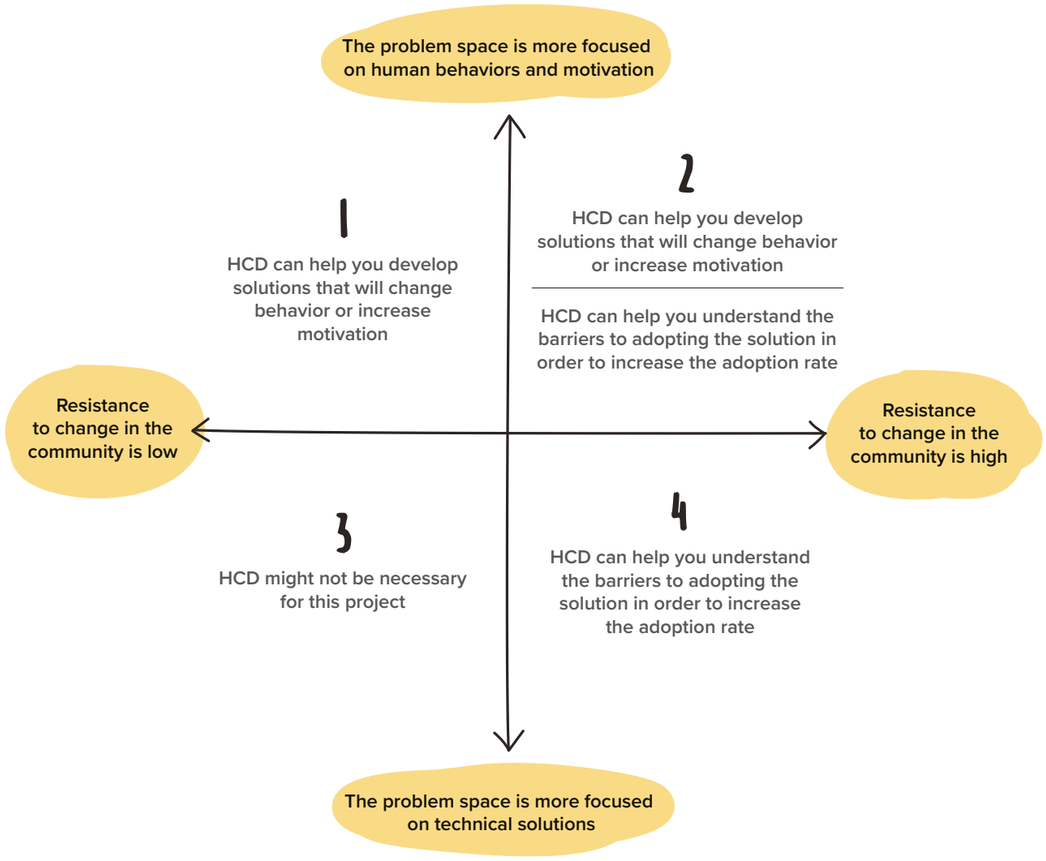


For more guidance for this tool as well as an example, refer to the **Resource Book** on page 47.

*A **reframed problem** comes from the design team stepping back and seeing the problem from different perspectives and new angles. A reframed problem introduces new approaches to solving the problem, addresses root causes and finds creative new ways to implement interventions.*

03 ASSESSING THE POTENTIAL OF AN HCD APPROACH

Instructions: Use this tool to determine whether HCD is the best approach for a particular project. Assessing the communities' openness/resistance to change is an important consideration when approaching how to work with communities and respect their ways of life.



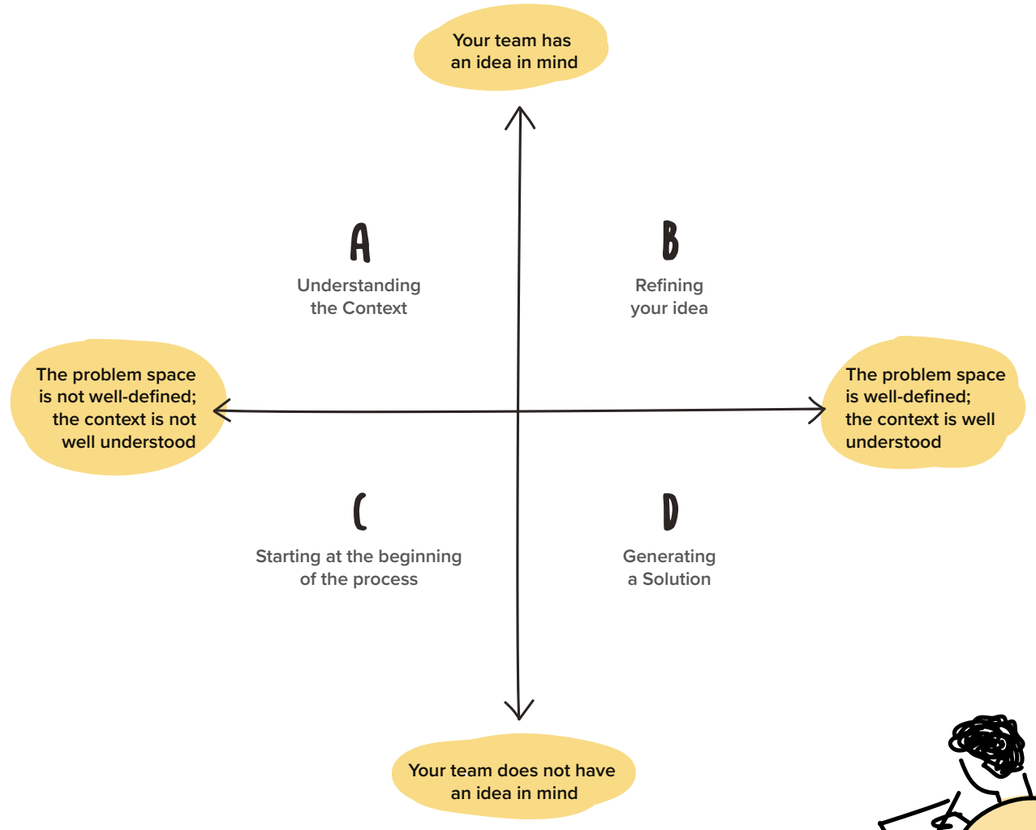
For more guidance for this tool as well as an example, refer to the **Resource Book** on page 48.

__Resistance to change__ in the community can look like people or cultures who are skeptical of outside ideas, who are slow to change their practices and slow to adopt new technologies. These communities might be very steeped in traditional ways of life and/or not exposed to rapid cycles of change. These communities might have a lack of experience in adopting new technologies, they may be risk averse and/or they may have complained about past interventions.

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.

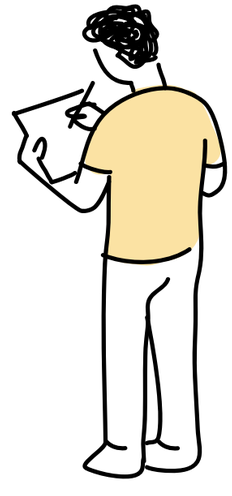
04 ASSESSING YOUR TEAMS' UNDERSTANDING OF THE PROBLEM

Instructions: Use this tool to determine which design path - the combination of design phases and tools - is the best for this problem and project



For more guidance for this tool as well as an example, refer to the **Resource Book** on page 49.

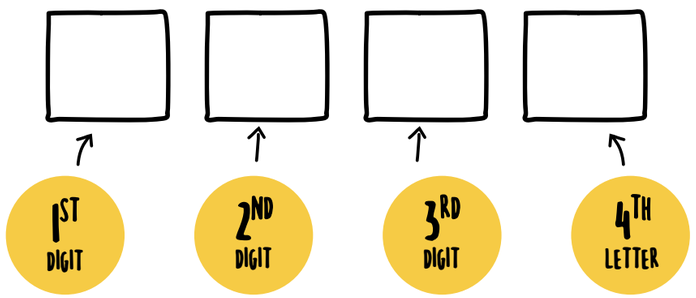
Defining the __problem space__ and understanding the context in an HCD process does not come from previous personal experiences or proximity to the community. Instead, your ability to define the problem and understand the context is related to how many recent personal experiences you have had with the problem and/or the close relationships you have with people facing the problem currently. If you don't have many recent experiences, that's okay! __Human-Centred Design__ will help you engage with the community.



NEXT STEPS: FINDING YOUR PROJECT PATHWAY

Instructions: Now that your team has answered all the questions in the **Innovation Potential Diagnostic Tool**, enter each letter and number into the four digit code. The first box represents the first grid and so on. You will use the **Project Pathway Code** to identify your recommended project pathway in the tables on the following pages.

Project Pathway Code:



You will use your code to identify your pathway. Each **Project Pathway** has a grid of the corresponding codes. Codes are grouped by the first digit and are in alpha-numeric order. On the next page, start with **Invest to Innovate at Scale** and check all of the codes that share your first digit, moving from left to right. If your code does not appear, skip to the next **Project Pathway**. Repeat the process until you find your corresponding code.

PROJECT PATHWAY CODES

Use the four character code that you generated from your reflection on the **Assessing the Innovation Potential of a Project** frameworks to find your recommended project pathway. Find the corresponding **Project Pathway** on the following pages in order to learn more.

ROBUST PROCESS

The pathways below are designed to tackle complex problems with a high innovation potential. These pathways guide teams to dig deep into a problem using a robust set of tools in order to uncover breakthrough solutions.

Question Assumptions in Order to Succeed							
1	1, 2, 1, A	1, 2, 2, A	1, 4, 1, A	1, 4, 2, A			Page 72
2	2, 1, 4, A	2, 2, 1, A	2, 2, 3, A	2, 2, 4, A	2, 4, 1, A	2, 4, 2, A	
4	4, 2, 2, A	4, 2, 3, A					

Invest to Innovate at Scale								
1	1, 1, 3, A	1, 3, 1, A	1, 3, 2, A					Page 73
2	2, 1, 1, C 2, 3, 3, A	2, 1, 3, A 2, 3, 3, C	2, 1, 3, C	2, 2, 2, A	2, 3, 1, A	2, 3, 1, C	2, 3, 2, A	2, 3, 2, C
3	3, 2, 1, C	3, 2, 2, A	3, 2, 2, C	3, 2, 4, C				
4	4, 1, 2, C	4, 2, 4, A	4, 2, 4, C	4, 3, 2, A	4, 3, 2, C	4, 4, 2, A	4, 4, 2 C	

Dig In to Explore the Problem								
1	1, 2, 1, C	1, 2, 2, C	1, 4, 1, C	1, 4, 2, C				Page 74
2	2, 1, 4, C	2, 2, 1, C	2, 2, 2, C	2, 2, 3, C	2, 2, 4, C	2, 4, 1, C	2, 4, 2, C	
4	4, 2, 2, C	4, 2, 3, C	4, 4, 1, C					

Step Back to Uncover Needs								
1	1, 1, 2, D 1, 4, 2, D	1, 2, 1, B	1, 2, 1, D	1, 2, 2, B	1, 2, 2, D	1, 4, 1, B	1, 4, 1, D	Page 75 1, 4, 2, B
2	2, 1, 2, D 2, 2, 3, D	2, 1, 4, B 2, 2, 4, B	2, 1, 4, D 2, 2, 4, D	2, 2, 1, B 2, 4, 1, B	2, 2, 1, D 2, 4, 1, D	2, 2, 2, B 2, 4, 2, B	2, 2, 2, D 2, 4, 2, D	2, 2, 3, B
4	4, 2, 1, D	4, 2, 2, B	4, 2, 2, D	4, 2, 3, B	4, 2, 3, D			

PROJECT PATHWAY CODES

FOCUSED PROCESS

The pathways below are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

Explore to Learn More

Page 76

1	1, 1, 1, A	1, 1, 2, A
2	2, 1, 1, A	2, 1, 2, A
3	3, 2, 1, A	
4	4, 2, 1, A	

Work Quickly to Get New Perspectives

Page 77

1	1, 1, 1, D	1, 1, 3, D	1, 1, 4, D	1, 2, 3, D	1, 2, 4, D	1, 3, 2, D	1, 3, 4, D	1, 4, 3, D
	1, 4, 4, D							
2	2, 1, 1, D	2, 1, 3, D	2, 3, 2, D	2, 3, 3, D	2, 3, 4, D	2, 4, 3, D	2, 4, 4, D	
3	3, 1, 2, D	3, 2, 1, D	3, 2, 2, D	3, 2, 3, D	3, 2, 4, D	3, 4, 1, D	3, 4, 2, D	3, 4, 3, D
	3, 4, 4, D							
4	4, 1, 1, D	4, 1, 2, D	4, 1, 4, D	4, 2, 4, D	4, 3, 1, D	4, 3, 2, D	4, 3, 3, D	4, 3, 4, D
	4, 4, 1, D	4, 4, 2, D	4, 4, 3, D	4, 4, 4, D				

Test Ideias & Iterate

Page 78

1	1, 1, 1, B	1, 1, 3, B	1, 2, 3, A	1, 2, 3, B	1, 3, 1, B	1, 4, 3, A	1, 4, 3, B	
2	2, 1, 1, B	2, 1, 3, B	2, 3, 1, B	2, 3, 3, B	2, 4, 3, A	2, 4, 3, B		
3	3, 1, 1, A	3, 1, 1, B	3, 1, 3, A	3, 1, 3, B	3, 2, 1, B	3, 2, 3, A	3, 2, 3, B	3, 3, 1, A
	3, 3, 1, B	3, 4, 1, A	3, 4, 1, B	3, 4, 3, A	3, 4, 3, B			
4	4, 1, 1, B	4, 3, 1, A	4, 3, 1, B	4, 3, 3, A	4, 3, 3, B	4, 4, 1, A	4, 4, 1, B	4, 4, 3, A
	4, 4, 3, B	4, 1, 1, A						

Rapidly Explore Root Causes

Page 80

1	1, 1, 1, C	1, 1, 3, C	1, 3, 1, C	1, 3, 2, C	1, 3, 1, D
2	2, 3, 1, D				

PROJECT PATHWAY CODES

FOCUSED PROCESS

The pathways below are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

Prototype to Create Buy-In

Page 79

1	1, 1, 4, A	1, 1, 4, B	1, 1, 4, C	1, 2, 3, C	1, 2, 4, A	1, 2, 4, B	1, 2, 4, C	1, 3, 2, B
	1, 3, 3, C	1, 3, 4, A	1, 3, 4, B	1, 3, 4, C	1, 4, 3, C	1, 4, 4, A	1, 4, 4, B	1, 4, 4, C
2	2, 3, 2, B	2, 3, 4, A	2, 3, 4, B	2, 3, 4, C	2, 4, 3, C	2, 4, 4, A	2, 4, 4, B	2, 4, 4, C
3	3, 1, 1, C	3, 1, 2, A	3, 1, 2, B	3, 1, 2, C	3, 1, 3, C	3, 1, 4, A	3, 1, 4, B	3, 1, 4, C
	3, 2, 2, B	3, 2, 3, C	3, 2, 4, A	3, 2, 4, B	3, 3, 1, C	3, 3, 2, A	3, 3, 2, B	3, 3, 2, C
	3, 3, 3, C	3, 3, 4, A	3, 3, 4, B	3, 3, 4, C	3, 4, 1, C	3, 4, 2, A	3, 4, 2, B	3, 4, 2, C
	3, 4, 3, C	3, 4, 4, A	3, 4, 4, B	3, 4, 4, C				
4	4, 1, 1, C	4, 1, 2, B	4, 1, 3, C	4, 1, 4, A	4, 1, 4, B	4, 1, 4, C	4, 2, 4, B	4, 3, 1, C
	4, 3, 2, B	4, 3, 3, C	4, 3, 4, A	4, 3, 4, B	4, 3, 4, C	4, 4, 2, B	4, 4, 3, C	4, 4, 4, A
	4, 4, 4, B	4, 4, 4, C						

PROJECT PATHWAY CODES

ALTERNATIVE PROCESS

The pathways below are designed to support teams who are working on a problem where **Human-Centred Design** is not the best approach. These pathways support teams to design a pathway appropriate to the problem they are trying to solve.

Generate Ideas Rapidly

Page 81

3	3, 1, 1, D	3, 1, 3, D	3, 1, 4, D	3, 3, 1, D	3, 3, 2, D	3, 3, 4, D
4	4, 1, 3, A	4, 1, 3, B	4, 1, 3, D			

Consider Other Approaches

Page 82

1	1, 3, 3, A	1, 3, 3, B	1, 3, 3, D
3	3, 3, 3, A	3, 3, 3, B	3, 3, 3, D

DESIGN YOUR DESIGN WORK:

INTRODUCTION TO DESIGN PROJECT PATHWAYS

INTRODUCTION TO DESIGN PROJECT PATHWAYS

The **Design Project Pathways** offer different versions of the design process that are customised to meet the specific constraints and requirements of a particular project. Through the **Design Your Design Work** process your design team will identify which **Design Project Pathway** is most beneficial to your project context. These pathways are based on your team's assessment of your project's innovation potential.

The answers you provided in the previous section gave you a **Project Pathway Code**. In the following pages, find the pathway that matches your **Project Pathway Code**. This project pathway will guide your team's work based on the scope of the problem you are working to solve.

Review the overview of the **Design Project Pathway** to determine whether this pathway seems like a good fit for your project. Does this pathway resonate with your team? Why or why not? What about the pathway is exciting? What makes you nervous? Do you think this project pathway will provide you with the tools you need to solve this problem? Why or why not?

Next, your design team needs to reflect on the resources required using the **Design Project Flow Charts**. This tool will help your design team ensure that you have the resources you need to succeed for this pathway. If you do not have the required resources, the flow chart will recommend an alternative pathway.

Once you have finalised your pathway based on the results of the flow chart, your team will want to review the pathway in more depth. Reflect on the goals of the process and determine whether this pathway is still a good fit for your project.

When your design team has confirmed that this is the best project pathway, you can complete the rest of the tools in the **Project Launch Guidebook** and launch your project.

Robust Process

QUESTION ASSUMPTIONS IN ORDER TO SUCCEED

118 - 152 Hours (per person)

If you are interested in reading more about the **Question Assumptions in Order to Succeed** project pathway before you complete the flow chart, turn to page 106.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

The team has determined that the problem space has the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. The team has a solution in mind.

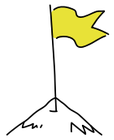
Because of the opportunity that the problem space presents, the team should now question the assumptions they are making about the potential solution and work to gain a deeper understanding of the stakeholders and their context.

The team should invest time and resources in a robust **Human-Centred Design** process, beginning with the **Understand and Empathise Phases.** This will help the team to question their assumptions, challenge their previous knowledge and elevate the needs of the stakeholder in their decision-making process.

However, if there is not the potential opportunity to reframe the problem or scale the solution, the **Explore to Learn More** is the appropriate pathway. Also, if the team has determined that there is not the potential opportunity to uncover the root causes of a problem, the **Explore to Learn More** is the appropriate pathway. The team should do more to determine the specifics of this particular challenge before designing their project. One possibility is to consult with a HCD expert to get guidance.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Contextualise your idea

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Robust Process

INVEST TO INNOVATE AT SCALE

106 - 136 Hours (per person)

If you are interested in reading more about the **Invest to Innovate at Scale** project pathway before you complete the flow chart, turn to page 108.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

The team has determined that the problem they are trying to solve is persistent. The problem space may also have the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale.

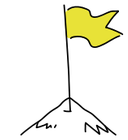
If there is potential opportunity to reframe the problem or scale the solution, the team may want to invest more time and resources in the project. If not, **Explore to Learn More** is the appropriate pathway.

If the team has determined that there is potential opportunity to uncover the root causes of a problem, the team may want to invest more time in the process. If not, **Explore to Learn More** is the appropriate pathway.

The team should do more to determine the specifics of this particular challenge before designing their project. One possibility is to consult with a HCD expert to get guidance.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Contextualise your idea

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Robust Process

DIG IN TO EXPLORE THE PROBLEM

106 - 136 Hours (per person)

If you are interested in reading more about the **Dig in to Explore the Problem** project pathway before you complete the flow chart, turn to page 110.

PROJECT PATHWAY

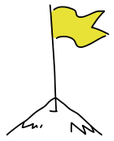
WHEN TO USE THIS PATHWAY

The team has determined that the problem space has the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. The team lacks understanding of the context, the problem space, and potential solutions.

Because of the opportunity that the problem space presents, the team should invest time and resources in a robust **Human-Centred Design** process, beginning with the **Understand and Empathise Phases.** This will help the team to learn about the context and the community in order to help them develop a point of view about the root causes of the problem and potential solutions.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Contextualise your idea

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Robust Process

STEP BACK TO UNCOVER NEEDS

106 - 136 Hours (per person)

If you are interested in reading more about the **Step Back to Uncover Needs** project pathway before you complete the flow chart, turn to page 112.

PROJECT PATHWAY

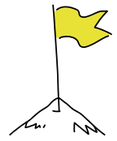
WHEN TO USE THIS PATHWAY

The team has determined that the problem space has the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. The team feels that they understand the problem and context well and might even have a solution in mind.

Even though the team is confident in their understanding, because of the opportunity that the problem space presents, the team should question their expertise about the context and the assumptions they are making about the stakeholders, the problem and the potential solution. It is recommended that the team invest time and resources in a robust **Human-Centred Design** process, beginning with the **Understand and Empathise Phases.** This will help the team to question their assumptions, challenge their previous knowledge and elevate the needs of the stakeholder in their decision-making process.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Contextualise your idea

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Focused Process

EXPLORE TO LEARN MORE

72 - 94 Hours (per person)

If you are interested in reading more about the **Explore to Learn More** project pathway before you complete the flow chart, turn to page 114.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

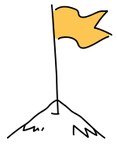
The team has identified a problem with high innovation potential that is persistent and impacts many people. The problem space may also have the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale.

Given the complexity of the problem, your design work should begin with the **Understand and Empathise Phases.** This will help the team to question their assumptions, challenge their previous knowledge and elevate the needs of the stakeholder in their decision-making process.

Most of the time for projects like this, the Invest to **Innovate at Scale** pathway is the best option because it is more intensive. However, depending on the nuances of the project, your team may decide they want to use the **Explore to Learn More** pathway to explore more about the problem quickly before investing significant resources in a longer design sprint.

For instance, if there is not a strong opportunity to understand the root cause, reframe the problem or scale the solution, the team should invest fewer resources in the design project and proceed with the **Explore to Learn More** pathway.

In the case where the team feels they understand the problem and context well, they should still consider learning more about the stakeholders through the **Explore to Learn More** pathway. This will help the team to uncover insights that will unlock new directions for their problem-solving process in a rapid process. Even if the team has an idea in mind, given the nature of the problem, they should still consider the **Explore to Learn More** pathway instead of jumping to implementation. Because of the persistence of this problem, the team should question the assumptions they are making about the potential solution and work to gain a deeper understanding of the stakeholders and their context. The **Explore to Learn More** pathway will help the team to quickly learn more in order to improve the ideas they might already have.



Goal of Process

Contextualise your idea

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.

Focused Process

WORK QUICKLY TO GET NEW PERSPECTIVES

90 - 114 Hours (per person)

If you are interested in reading more about the **Work Quickly to Get New Perspectives** project pathway before you complete the flow chart, turn to page 116.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

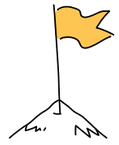
The team has determined that the problem they are trying to solve is persistent while also having the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. The team feels confident that they understand the problem, the context and the stakeholders involved. The team should do more to determine the specifics of this particular challenge before designing their project.

If there is potential opportunity to reframe the problem or scale the solution, the team may want to invest more time and resources in the project. If there is not a strong opportunity to understand the root causes, reframe the problem or scale the solution, the team should invest fewer resources in the design project.

Even though the team is confident in their understanding, because of the persistence of this problem, the team should question their expertise about the context and the assumptions they are making about the stakeholders, the problem and the potential solution. Because the innovation potential of the project is uncertain, the team should complete a rapid sprint that invests less time and resources. Given the complexity of the problem, this sprint should begin with the **Understand and Empathise Phases.** This will help the team to question their assumptions, challenge their previous knowledge and elevate the needs of the stakeholder in their decision-making process.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Contextualise your idea

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise

Focused Process

TEST IDEAS & ITERATE

58 - 74 Hours (per person)

If you are interested in reading more about the **Test Ideas & Iterate** project pathway before you complete the flow chart, turn to page 118.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

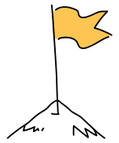
The team is excited about a potential solution. The team should do more to determine the specifics of this particular challenge before designing their project.

Regardless of whether the team feels that they understand the problem and context well or not, they can begin testing their idea to learn more. This process will help the team to learn more about the problem, the context and the stakeholders while also testing the assumptions the team is making about the solution and why it might create better outcomes.

Because of the limited potential for new and novel ideas to emerge and because the team has an idea in mind, the team should design a prototyping-based sprint that requires less time and resources. Consider multiple iterative cycles of prototyping and testing the possible solution, so that the team can build a deeper understanding of the problem, the context, the stakeholders and the potential solution. Iterative testing also allows your design team to be responsive to the feedback you are receiving.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Research your idea to understand how it has been implemented in other contexts & prototype to learn about this context. Focus on iterative cycles of prototyping and testing

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise

Focused Process

PROTOTYPE TO CREATE BUY IN

58 - 74 Hours (per person)

If you are interested in reading more about the **Prototype to Create Buy-In** project pathway before you complete the flow chart, turn to page 120.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

The team is working on a problem that is likely to require a technical solution. The implementation of a new solution may or may not face resistance from the community. The team is not confident that they understand the problem, the context and the stakeholders and they do not have an idea in mind.

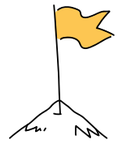
In order to begin to understand how a technical solution might be implemented given the potential resistance of the community, the team should identify potential ideas to test and then prototype with stakeholders. This process will help the team to learn more about the problem, the context, and the stakeholders' potential resistance to change, while also helping to determine how and why a potential solution might create better outcomes.

Because of the limited potential for new and novel ideas to emerge and/or because promising solutions have been deployed elsewhere, the team should design a prototyping-based sprint that requires less time and resources. There should be multiple iterative cycles of prototyping and testing their ideas, so that the team builds a deeper understanding of the problem, the context, the stakeholders and the potential solution. Iterative testing also allows your design team to be responsive to the feedback you are receiving.

It is helpful for the team to test more than one idea at a time to help gain a deeper understanding of the community's needs and desires. This also accelerates the team's learning about strong potential solutions.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

Explore technical solutions & test multiple options by engaging with stakeholders to understand what they want and need. Focus on iterative cycles of prototyping and testing

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Prototype

Focused Process

RAPIDLY EXPLORE ROOT CAUSES

72 - 90 Hours (per person)

If you are interested in reading more about the **Rapidly Explore Root Causes** project pathway before you complete the flow chart, turn to page 122.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

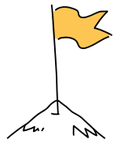
The team has determined that the problem they are trying to solve is persistent while also having the right conditions for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. They have a solution in mind. The team should do more to determine the specifics of this particular challenge before designing their project.

If there is potential opportunity to reframe the problem or scale the solution, the team may want to invest more time and resources in the project. If there is not a strong opportunity to understand the root causes, reframe the problem or scale the solution, the team should invest fewer resources in the design project.

Even though the opportunity to scale the solution might be limited, because of the persistence of this problem, the team should gain a deeper understanding of the stakeholders and their context. Because the innovation potential of the project is uncertain, the team should complete a rapid sprint that invests less time and resources. Given the complexity of the problem, this sprint should begin with the **Understand and Empathise Phases.** This will help the team to question their assumptions, challenge their previous knowledge and elevate the needs of the stakeholder in their decision-making process.

NEXT STEPS

Your next step in the **Design Your Design Work** process, is to use the **Launching a Design Project Flow Charts** to determine what resources are needed to effectively complete your design project.



Goal of Process

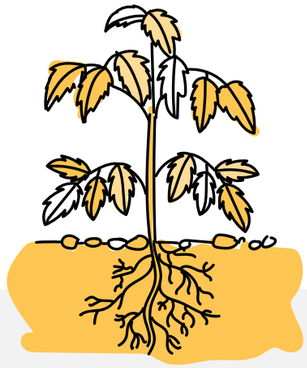
Question your assumptions by engaging with stakeholders

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise



Alternative Process

GENERATE IDEAS RAPIDLY

26 - 38 Hours (per person)

If you are interested in reading more about the **Generate Ideas Rapidly,** turn to page 72.

If you still are interested in using **Human-Centred Design** for this project, take a look at the **Rapid Design Sprint** project pathways beginning on page 124.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

The team has determined that the problem space is likely to not have the right conditions (low opportunity to scale, low opportunity to reframe, less complex problem) for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale. The team feels confident that they understand the problem and the context, but do not have ideas in mind.

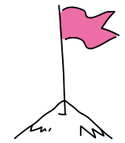
In this case, depending on the nature of the project, the team should utilise the design tools and techniques for generating ideas.

Once the team has generated ideas, they should do more to contextualise the solutions they generate in order to design their next steps in the implementation process.

If the team generates an idea that is new and novel to the context or has not been tried elsewhere, the team may want to invest in several iterative cycles of prototyping and testing to learn more before they implement at scale.

NEXT STEPS

The next step in the **Design Your Design Work** process is that your team will want to turn to the **Overview of Design Project Pathways** section of this workbook to learn more about the tools and methods your might want to use.



Goal of Process

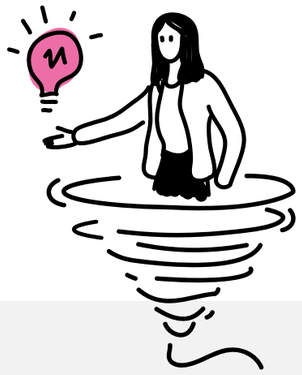
Focus on generation ideas

Recommended Resourcing

Less intensive investment of time in order to complete a Rapid Sprint

Where to Start

Generating a solution



Alternative Process

CONSIDER OTHER APPROACHES

If you are interested in reading more about the **Consider other Approaches,** turn to page 74.

If you still are interested in using **Human-Centred Design** for this project, take a look at the **Rapid Sprint** project pathways beginning on page 126.

PROJECT PATHWAY

WHEN TO USE THIS PATHWAY

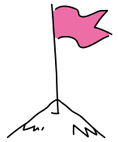
The team has determined that the problem space does not have the right conditions (low opportunity to scale, low opportunity to reframe, less complex problem) for innovative solutions to emerge and succeed at creating better outcomes for stakeholders at scale.

At this point in the development on the project, the team might want to reconsider the framing of the problem and why the team is interested in investing resources in solving it. There may be opportunities to reframe the problem in order to create more potential for innovative ideas to emerge.

In this case, depending on the nature of the project, the team might still want to utilise the design tools and techniques for generating ideas.

Once the team has generated ideas, they should do more to contextualise the solutions they generate in order to design their next steps in the implementation process.

If the team generates an idea that is new and novel to the context or has not been tried elsewhere, the team may want to invest in several iterative cycles of prototyping and testing to learn more before they implement at scale.



Goal of Process

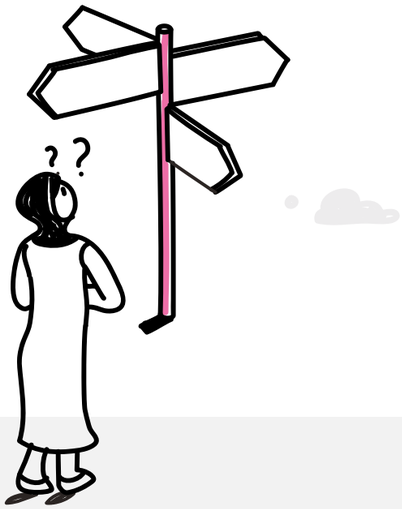
This is not a design sprint/process.

Where to Start

Use brainstorming techniques from HCD to develop solutions for the problem you have identified.

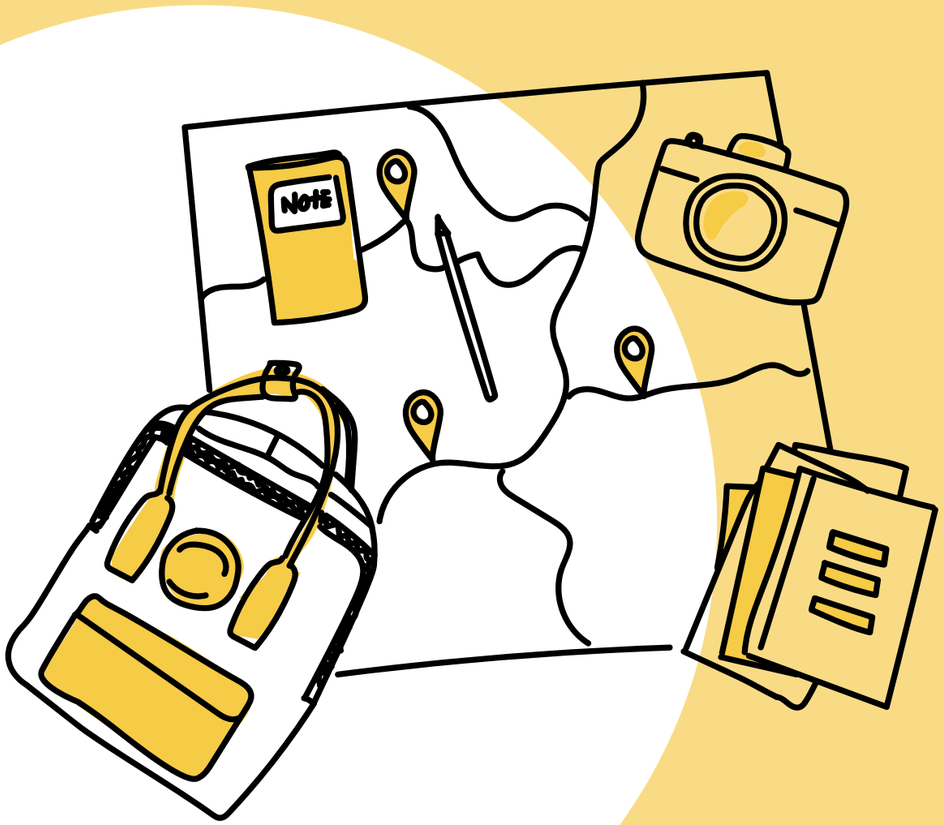
NEXT STEPS

The next step in the **Design Your Design Work** process is that your team will want to turn to the **Overview of Design Project Pathways** section of this workbook to learn more about the tools and methods your might want to use.



DESIGN YOUR DESIGN WORK:

FINALISING YOUR DESIGN PROJECT PATHWAY



FINALISING YOUR DESIGN PROJECT PATHWAY

By now, you have identified a possible **Design Project Pathway** and you need to assess whether your team has what you need to proceed.

These are the six factors that can influence which design pathway your design team uses:

- Staffing of the team
- Availability of the team
- Fluency with HCD
- Budget for project
- Potential funding for implementation
- Risk tolerance of potential donor

In the following flowcharts there are a series of questions to guide your assessment of the resources you have in place and resources you need. You might not have all the information needed to answer the questions -- that's okay! Do your best and when in doubt answer "no" to the questions that you are unsure about.

If you do not have the needed resources in place, the flow chart may direct you to a new **Design Project Pathway** or give you steps for how to properly resource a project.

There are two flow charts: one for the **Robust Process** pathways (page 86) and another for the **Focused Process** pathways (page 94). Use the flow chart that corresponds with the category of project pathway you selected.

** If your pathway is an **Alternative Process** pathway then your team will want to jump ahead to the Overview of Design Project Pathways section of this section (page 100).

FINALISING YOUR DESIGN PROJECT PATHWAY

ROBUST PROCESS

Robust Process options are pathways designed to tackle complex problems with a high innovation potential. These pathways guide teams to dig deep into a problem using a robust set of tools in order to uncover breakthrough solutions.

If your recommended design project pathway is one of the following, use this flow chart.

- **Question Assumptions in Order to Succeed**
- **Invest to Innovate at Scale**
- **Dig In to Explore the Problem**
- **Step Back to Uncover Needs**

If, while completing the flow chart, your design team realises that you do not have enough resources to complete a **Robust Process**, the **Focused Process** pathway of **Explore to Learn More** will be recommended to your design team.

Use the **Focused Process** flow chart to confirm that you have the resources you need to complete a project using the Explore to Learn More pathway.

If, while completing the second flow chart, your design team realises that you do not have enough resources to complete a **Focused Process** pathway, then an **Alternative Process** or **Rapid Design Sprint** pathway will be recommended to your design team.

QUESTION 1.

START HERE

DO YOU HAVE 2 TO 4 STAFF MEMBERS WHO CAN DEDICATE THEMSELVES TO A 3 TO 4 MONTH DESIGN PROJECT?

YES

NO

Can you **advocate for using the funds** available to **assign more staff to the project?** or Can you hire **new design team members** who have more time to dedicate to this project?

YES

PROCEED TO QUESTION 2

Can you wait to launch this project until you have more time to **gather the resources for a robust design process?**

YES

NO

NO

Consider doing a less resource intensive process: **Focused Process:** Explore to Learn More pathway

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway for Explore to Learn More**. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

QUESTION 2.

START HERE

DOES THE DESIGN TEAM HAVE AT LEAST 50% OF THEIR TIME DEDICATED TO THE DESIGN PROJECT?

YES

NO

Can you **advocate for design team members to delegate their responsibilities** to others? or Can you hire **new design team members who have more time to dedicate to this project?**

YES

PROCEED TO QUESTION 3

Can you **wait to launch this project** until you have more time to **gather the resources for a robust design process?**

NO

NO

Consider doing a less resource intensive process: **Focused Process:** Explore to Learn More pathway

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway for Explore to Learn More.** After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

QUESTION 3.

START HERE

HAVE MEMBERS OF THE DESIGN TEAM BEEN TRAINED IN HCD OR DO THEY HAVE EXPERIENCE COMPLETING OTHER DESIGN PROJECTS?

YES

NO

PROCEED TO QUESTION 4

Can you **engage the Accelerate Impact team to get the training and coaching your team needs to succeed?**

NO

Consider doing a **less resource intensive design sprint** to build expertise on your team

QUESTION 4.

START HERE

DOES THE DESIGN TEAM HAVE ACCESS TO NECESSARY FUNDS TO PAY FOR STAFF TIME, TRAVEL, AND SUPPLIES?

YES → **PROCEED TO QUESTION 5**

NO → Can you **advocate for allocation of funds to the project?** or Can you **raise new funds to support the project?**

YES → Can you wait to **launch this project until you have more time to gather the resources for a robust design process?**

YES → **PROCEED TO QUESTION 5**

NO → Consider doing a less resource intensive process: **Focused Process:** Explore to Learn More pathway

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway for Explore to Learn More**. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

QUESTION 5.

START HERE

IS THERE A SIGNIFICANT SOURCE OF POTENTIAL FUNDING FOR IMPLEMENTATION OF THE SOLUTION THAT EMERGES FROM THE DESIGN PROJECT?

YES → **PROCEED TO QUESTION 6**

NO → Are you confident that you can use the design process to **develop a solution that you can pitch for more substantial funding for implementation?**

YES → **PROCEED TO QUESTION 6**

NO → Can you wait to **launch this project until you have more time to gather the resources for implementation?**

YES → **PROCEED TO QUESTION 6**

NO → Consider doing a less resource intensive process: **Focused Process:** Explore to Learn More pathway

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway for Explore to Learn More**. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

QUESTION 6.

START HERE

IS THE DONOR OR POTENTIAL DONOR OPEN TO UNEXPECTED OR UNCONVENTIONAL SOLUTIONS?

YES

NO

Do you believe that the **donor may be more open to unconventional solutions based on what you discover** through your design work?

YES

PROCEED TO QUESTION 7

NO

Can you wait to **launch this project until you have found a different donor who is more open to unconventional solutions?**

YES

NO

Consider doing a less resource intensive process: **Focused Process:** Explore to Learn More pathway

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway for Explore to Learn More**. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

FLOW CHART RESULTS:

YOU HAVE WHAT YOU NEED TO LAUNCH YOUR DESIGN PROJECT!

PROCEED WITH ORIGINAL PATHWAY

ROBUST PROCESS

Now, as a team, review the **Overview of the Design Project Pathway** that was determined for you in the previous section. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

FINALISING YOUR DESIGN PROJECT PATHWAY

FOCUSED PROCESS

Focused Process options are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

If your recommended Project Pathway is one of the following, use this flow chart:

- **Explore to Learn More**
- **Work Quickly to Get New Perspectives**
- **Test Ideas & Iterate**
- **Prototype to Create Buy-In**
- **Rapidly Explore Root Causes**

If, while completing the flow chart, your design team realises that you do not have enough resources to complete a **Focused Process** pathway, then an **Alternative Process** or **Rapid Design Sprint** pathway will be recommended to your design team.

QUESTION 1.

START HERE

DO YOU HAVE AT LEAST 2 STAFF MEMBERS WHO CAN DEDICATE THEMSELVES TO AT LEAST 5 TO 10 WORK SESSIONS?

YES

PROCEED TO QUESTION 2

NO

Can you **recruit a few colleagues for this project?**

YES

NO

Can you wait to **launch this project until your colleagues are available?**

NO

Consider conducting a 1 session brainstorm

ALTERNATIVE PROCESS
GENERATE IDEAS RAPIDLY

Now, as a team, review the **Overview of the Design Project Pathway for Generate Ideas Rapidly.** After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

QUESTION 2.

START HERE

HAVE MEMBERS OF THE DESIGN TEAM BEEN TRAINED IN HCD OR DO THEY HAVE EXPERIENCE COMPLETING OTHER DESIGN PROJECTS?

YES

Can you engage the **Accelerate Impact team for a Hello HCD session?**

YES

NO

PROCEED TO QUESTION 3

Can you wait to **launch this project until you have more time to get trained?**

YES

NO

Review the goals and objectives of the Rapid Sprint design pathways. Determine which **Rapid Sprints** your team will complete based on what you need to learn about your project.

Review the HCD Toolkit. Do you **feel comfortable proceeding with a design sprint?**

YES

NO

Consider conducting an **Alternative Process**

RAPID SPRINT

ALTERNATIVE PROCESS
GENERATE IDEAS RAPIDLY

Now, as a team, review the **Overview of the Design Project Pathway** for the **Rapid Sprint** your team selected. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

Now, as a team, review the **Overview of the Design Project Pathway** for **Consider Other Approaches.**

QUESTION 3.

START HERE

DOES THE DESIGN TEAM HAVE ACCESS TO RESOURCES TO SUPPORT THE RAPID DESIGN SPRINT (STAFF TIME, TRAVEL, SUPPLIES)?

YES

NO

Can you **advocate for allocation of funds or resources to the project?** or Can you **raise new funds to support the project?**

YES

NO

PROCEED TO QUESTION 4

Can you wait to **launch this project until you have the necessary resources?**

YES

NO

Review the goals and objectives of the Rapid Sprint design pathways. Determine which **Rapid Sprints** your team will complete based on what you need to learn about your project.

Review the HCD Toolkit. Do you **feel comfortable proceeding with a design sprint?**

YES

NO

Consider conducting an **Alternative Process**

RAPID SPRINT

ALTERNATIVE PROCESS
GENERATE IDEAS RAPIDLY

Now, as a team, review the **Overview of the Design Project Pathway** for the **Rapid Sprint** your team selected. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

Now, as a team, review the **Overview of the Design Project Pathway** for **Consider Other Approaches.**

QUESTION 4.

START HERE

IS THERE CLARITY ABOUT NEXT STEPS AFTER THE DESIGN SPRINT IS COMPLETED?

YES

Are you confident that you can **develop clarity around next steps?**

YES

NO

PROCEED TO QUESTION 5

NO

Can you get advice or guidance about the **best next steps?**

YES

NO

Consider using an **Alternative Process.**

ALTERNATIVE PROCESS
GENERATE IDEAS RAPIDLY

Now, as a team, review the **Overview of the Design Project Pathway** for **Consider Other Approaches.**

FLOW CHART RESULTS:

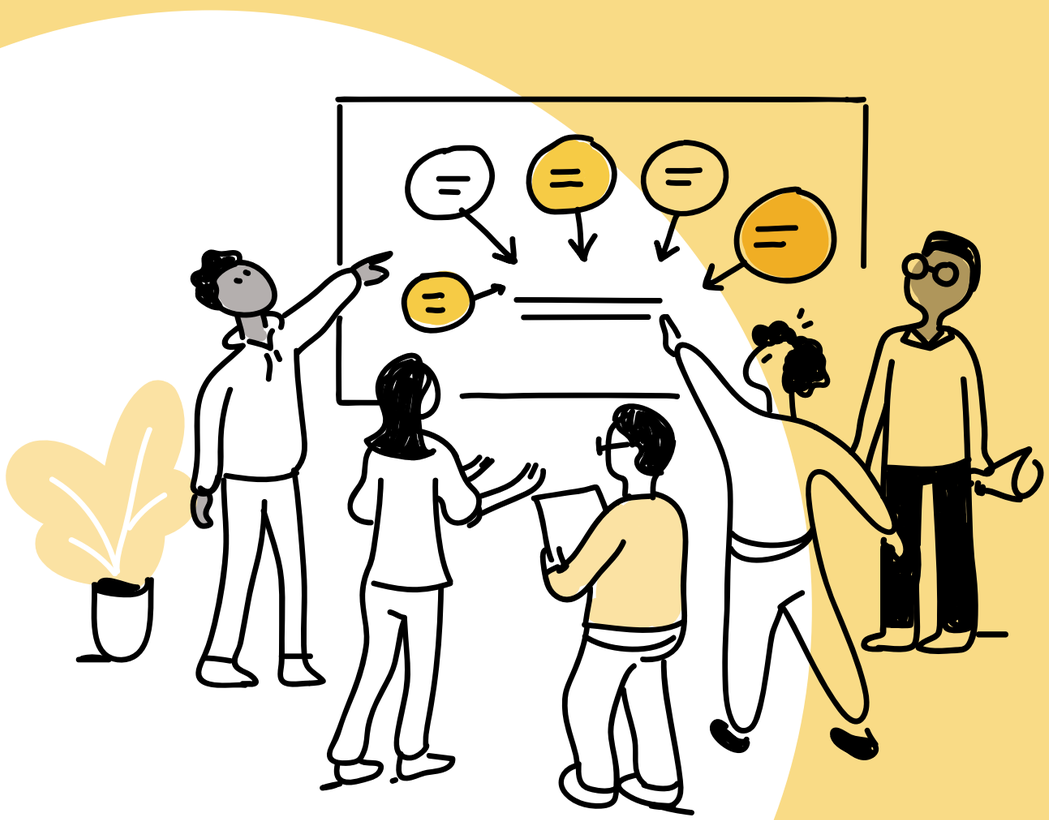
YOU HAVE WHAT YOU NEED TO LAUNCH YOUR DESIGN PROJECT!

FOCUSED PROCESS
EXPLORE TO LEARN MORE

Now, as a team, review the **Overview of the Design Project Pathway** that was determined for you in the previous section. After that, proceed to the **Guidance on Your Design Project Pathway** to get a more detailed set of instructions for how to proceed with your project.

DESIGN YOUR DESIGN WORK:

OVERVIEW OF DESIGN PROJECT PATHWAYS



OVERVIEW OF DESIGN PROJECT PATHWAYS

Each **Design Pathway** will guide your team through a specific set of the tools and methods that are most relevant and beneficial to your project, context, resources, and goals.

On the next page is an overview of all the **Design Project Pathway** defined by the phases of the process you will use. This is an opportunity to see how the different pathways compare and the general expectations for your team. You'll notice that there are many different pathways represented by the **Robust Process, Focused Process, Rapid Sprint**, and **Alternative Process** categories. Each way of working has different strengths and challenges and your reflection work up to know means that your pathway is the right process for you team.

In the following pages, each pathway has a section that outlines the design phase and specific design tools you will use. These pages will be the guide for your team and provide a detailed roadmap for your design process.

Finally, each pathway is different and has been specially designed to support projects based on the innovation assessment and responses to the flow chart. Be sure to follow the pathway that has been determined for your team. There is not a right or wrong **Design Project Pathway**, but the ideal path that will lead your team to successful outcomes.

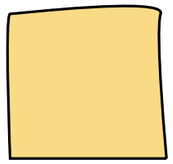
Follow the path and have fun!

OVERVIEW OF DESIGN PROJECT PATHWAYS

		Launch	Understand	Empathise	Synthesise	Ideate	Prototype	Test	Plan	Storytell
ROBUST PROCESSES	**Question assumptions in Order to Succeed** Page 106 **118 - 152 Hours** (per person)									
	Invest to Innovate at Scale Page 108 **106 - 136 Hours** (per person)									
	Dig in to Explore the Problem Page 110 **106 - 136 Hours** (per person)									
	Step Back to Uncover Needs Page 112 **118 - 152 Hours** (per person)									
FOCUSED PROCESS	**Explore to Learn More** Page 114 **72 - 94 Hours** (per person)									
	Work Quickly to Get New Perspectives Page 116 **90 - 114 Hours** (per person)									
	Test Ideas & iterate Page 118 **58 - 74 Hours** (per person)									
	Prototype to Create Buy-In Page 120 **58 - 74 Hours** (per person)									
	Rapidly Explore Root Causes Page 122 **72 - 90 Hours** (per person)									
ALTERNATIVE PROCESSES	**Generate Ideas Rapidly** Page 124 **26 - 38 Hours** (per person)									
	Consider Other Approaches Page 126									
RAPID SPRINTS	**Half Day Sprint - Design Research** Page 128 **10-14 hours of prework & 5-6 hours of sprint** (per person)	Pre-Work	Preparation							
	Half Day Sprint - Ideation Page 130 **10-14 hours of prework & 3-4 hours of sprint** (per person)	Pre-Work	Preparation							
	Half Day Sprint - Prototyping & Testing Page 132 **11-15 hours of prework & 3-4 hours of sprint** (per person)	Pre-Work	Preparation							
	Full Day Sprint Page 134 **10-12 hours of prework & 8 hours of sprint** (per person)	Pre-Work	Preparation							

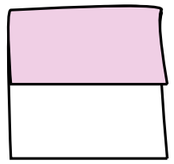
OVERVIEW OF DESIGN PROJECT PATHWAYS

KEY

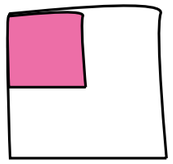


All the tools of the phase

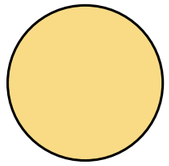
75% of the tools of the phase



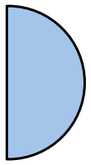
50% of the tools of the phase



25% of the tools of the phase



All the tools of prework for a design sprint



50% of the tools of prework for a design sprint

PROJECT PATHWAYS

ROBUST PROCESSES

These are pathways designed to tackle complex problems with a high innovation potential. These pathways guide teams to dig deep into a problem using a robust set of tools in order to uncover breakthrough solutions.

ALTERNATIVE PROCESSES

These are pathways to support teams who are working on a problem where **Human-Centred Design** is not the best approach. These pathways support teams to design a pathway appropriate to the problem they are trying to solve.

FOCUSED PROCESS

These are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

RAPID SPRINT

These are pathways to support teams to leverage **Human-Centred Design** tools in quick bursts to help them learn more about a problem while using less resources. These pathways offer a place to start, especially when a team has limited time and resources.

DESIGN YOUR DESIGN WORK:

GUIDANCE ON YOUR DESIGN PROJECT PATHWAY

GUIDANCE ON YOUR DESIGN PROJECT PATHWAY

On the following pages you'll find a detailed outline of your **Design Project Pathway**, including each phase of the design process and each design tool that your team will use. Use these pages as a guide and checklist. Each phase of the design process has a guidebook and each design tool in that guidebook has a unique page number. You will find the name and page number of each design tool as a reference.

Your team will reference these pages as you plan and complete the design work for your project.

ROBUST PROCESS

These are pathways designed to tackle complex problems with a high innovation potential. These pathways guide teams to dig deep into a problem using a robust set of tools in order to uncover breakthrough solutions.

FOCUSED PROCESS

These are pathways designed to help teams narrow in on learning goals specific to the scope and scale of the problem they are working on. These pathways are less rigorous and require less time investment.

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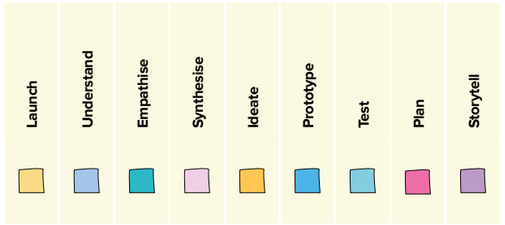
These are pathways to support teams to leverage **Human-Centred Design** tools in quick bursts to help them learn more about a problem while using less resources. These pathways offer a place to start, especially when a team has limited time and resources.

DESIGN PROJECT PATHWAY

QUESTION ASSUMPTIONS IN ORDER TO SUCCEED

118 - 152 Hours (per person)



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You might want to bookmark this page so you can easily reference your **Design Project Pathway** and plan for the work your team will need to complete.

OBJECTIVES & OUTCOMES

For the **Question Your Assumptions in Order to Succeed Pathway** your team will complete all design tools in all phases of the design process. This robust structure will support your work to reconsider what you already know and use the design process to validate or refine your assumptions.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of ideas and tested them to get stakeholder feedback early.

Through the investment you make in this process, your team will dig deep to learn more about the problem in order to help implement a successful and innovative solution at scale. Because of the innovation potential of this problem, it is worth more time and resource investment on the part of your team.

Goal of Process
Contextualise your idea

Recommended Resourcing
More intensive investment of time in order to complete a Robust Process

Where to Start
Begin with Understand/Empathise

Fluency with HCD
For this project the team should feel confident using HCD

Budget for Design Work
This design project will require financial resources

Future Funding Potential
The investment of time in this project is only warranted by highly likely future funding

Risk Tolerance of Funders
The potential funders must be open and excited to fund new, innovative solutions

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
- [ ] Stakeholder Mapping, pg. 20, 60 minutes
- [ ] Problem Definition, pg. 22, 60 minutes
- [ ] Causes, Effects & Aspirations, pg. 24, 60 minutes
- [ ] Measuring Aspirations through Behaviour Change, pg. 26, 60-120 minutes
- [ ] Problem Space Reflection, pg. 28, 120-180 minutes
- [ ] Visual Challenge Brief, pg. 30, 6-8 hours
- [ ] Do you have an idea?, pg. 39, 30-60 minutes
- [ ] Project Launch Reflection, pg. 40, 60-90 minutes
- [ ] Reference List, pg. 42, 30-60 minutes

#3 EMPATHISE

- [ ] Design Research Modes, pg. 20, 30 minutes
- [ ] Plan Your Design Research Process, pg. 22, 30 minutes
- [ ] Engage Mode Overview, pg. 24, 60 minutes; 60 minutes per interview
- [ ] Additional Interview Strategies, pg. 28, 30 minutes
- [ ] Brainstorm Interview Questions, pg. 30, 60 minutes
- [ ] Interview Notes, pg. 34, 60-120 minutes
- [ ] Reflecting & Iterating After An Interview, pg. 35, 60 minutes
- [ ] Immerse Mode Overview, pg. 36, 60 minutes; all day to shadow
- [ ] A Day in the Life: Notes, pg. 38, 60 minutes
- [ ] A Day in the Life: Journey Map, pg. 39, 60 minutes
- [ ] Observe Mode Overview, page 40, 60 minutes to review; 120-180 minutes to observe
- [ ] Observation Notes, pg. 41, 60 minutes
- [ ] Persona for Real, pg. 42, 60 minutes
- [ ] What Did You Learn?, pg. 44, 60 minutes

#4 SYNTHESISE

- [ ] Finding Themes in Your Design Research, pg. 16, 60 minutes
- [ ] Making Meaning of the Themes, pg. 17, 60 minutes
- [ ] Connecting Insights to Stakeholders #1 & #2, pg. 18, 60-120 minutes
- [ ] Point of View Statements #1 & #2, pg. 20, 60-120 minutes
- [ ] How Might We Questions, pg. 26, 60-120 minutes

#5 IDEATE

- [ ] Preparing to Brainstorm, pg. 18, 30 minutes
- [ ] Brainstorm Example, pg. 24, 30 minutes
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- [ ] Brainstorm!, pg. 30, 60-90 minutes
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- [ ] Identifying High Potential Ideas, pg. 34, 60 minutes
- [ ] Idea Selection, pg. 35, 60 minutes
- [ ] Selecting Innovative Ideas, pg. 36, 60 minutes
- [ ] Selecting One Idea to Advance, pg. 37, 60 minutes
- [ ] Zoom out to Get the Big Picture, pg. 38, 60 minutes

#6 PROTOTYPE

- [ ] What is a Prototype?, pg. 16, 30 minutes
- [ ] Zoom in on the Details, pg. 20, 60 minutes
- [ ] Zoom in on the Experience, pg. 22, 60 minutes
- [ ] Prioritising Assumptions, pg. 26, 60 minutes
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- [ ] Using Your Prototype to Create an Experience, pg. 29, 60 minutes
- [ ] Plan a Prototype, pg. 30, 60 minutes

#7 TEST

- [ ] Tips for Designing & Testing Prototypes, pg. 18, 30 minutes to review; all day to test in the field
- [ ] Test Your Prototype, pg. 20, 60 minutes
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- [ ] Design Principles, pg. 32, 60 minutes
- [ ] Why is Your Solution Innovative?, pg. 36, 60 minutes
- [ ] Increase Your Solution's Innovation Potential, pg. 40, 60 minutes
- [ ] Refine Your Concept, pg. 50, 60 minutes

#8 PLAN

- [ ] Plan Your Intervention, pg. 14, 60 minutes
- [ ] Project Planning: Strategy, pg. 18, 60 minutes
- [ ] Project Planning: Timeline, pg. 20, 60 minutes

#9 STORYTELL

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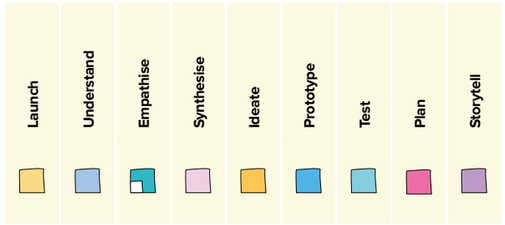
- [ ] Demonstrating Sustainability through a Theory of Change, pg. 22, 60 minutes
- [ ] Preparing a Project Playbook, pg. 24, 6-8 hours
- [ ] What Does It Mean to Pitch Your Idea?, pg. 48, 60 minutes
- [ ] Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- [ ] Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

INVEST TO INNOVATE AT SCALE

106 - 136 Hours (per person)



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OBJECTIVES & OUTCOMES

For the **Invest to Innovate at Scale Pathway** your team will complete almost all of the design tools in all phases of the design process. Your team will complete a curated set of tools in the **Empathise Phase**. This pathway is structured to support your work because the problem effects many people and is worth a robust investment of your team's time and resources to reach innovative solutions.

At the end of this process, your team will have leveraged the design process to properly contextualise your ideas and develop a deep understanding of the root causes underlying the problem. By investing in a robust design process, implementation of your solution is more likely to succeed at creating better outcomes for stakeholders.

If you have determined at the beginning of the design project that there is limited opportunity to explore root causes, reframe problems and implement breakthrough solutions, then consider scaling back your design project and start with **Explore to Learn More**.

Goal of Process

Contextualise your idea

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Fluency with HCD

For this project the team should feel confident using HCD

Budget for Design Work

This design project will require financial resources

Future Funding Potential

The investment of time in this project is only warranted by highly likely future funding

Risk Tolerance of Funders

The potential funders must be open and excited to fund new, innovative solutions

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

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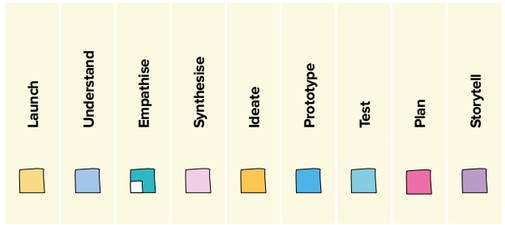
DESIGN PROJECT PATHWAY

DIG IN TO EXPLORE THE PROBLEM

106 - 136 Hours (per person)



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OBJECTIVES & OUTCOMES

For the **Dig In to Explore the Problem Pathway** your team will complete almost all of the design tools in all phases of the design process. Your team will complete a curated set of tools in the **Empathise Phase**. Your team will want to take a deeper look at the problem and explore the root causes to better understand the stakeholders perspective.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of ideas and tested them to get stakeholder feedback early.

Through the investment you make in this process, your team will dig deep to learn more about the problem in order to help implement a successful and innovative solution at scale. Because of the innovation potential of this problem, it is worth more time and resource investment on the part of your team.

Goal of Process

Understand the problem in order to solve it

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Fluency with HCD

For this project the team should feel confident using HCD

Budget for Design Work

This design project will require financial resources

Future Funding Potential

The investment of time in this project is only warranted by highly likely future funding

Risk Tolerance of Funders

The potential funders must be open and excited to fund new, innovative solutions

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

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#6 PROTOTYPE

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- [ ] Zoom in on the Details, pg. 20, 60 minutes
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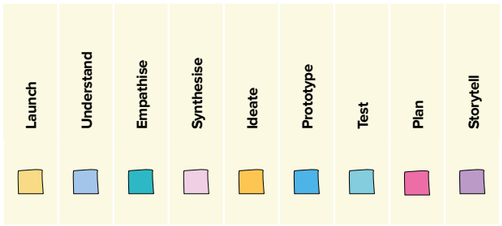
- [ ] Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- [ ] Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

STEP BACK TO UNCOVER NEEDS

118 - 152 Hours (per person)



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OBJECTIVES & OUTCOMES

For the **Step Back to Uncover Needs Pathway** your team will complete all design tools in all phases of the design process. Your team has a good understanding of the problem, but will want to leverage design research tools to better define stakeholder needs as you work through the design phases. In a project like this, it is critical that you identify and question the assumptions you are making about the problem and the stakeholders. If you don't, your team's solution could fail when implemented at scale.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of ideas and tested them to get stakeholder feedback early.

Through the investment you make in this process, your team will dig deep to learn more about the problem in order to help implement a successful and innovative solution at scale. Because of the innovation potential of this problem, it is worth more time and resource investment on the part of your team.

Goal of Process

Question your assumption by engaging with stakeholders

Recommended Resourcing

More intensive investment of time in order to complete a Robust Process

Where to Start

Begin with Understand/Empathise

Fluency with HCD

For this project, the team should feel confident using HCD

Budget for Design Work

This design project will require financial resources

Future Funding Potential

The investment of time in this project is only warranted by highly likely future funding

Risk Tolerance of Funders

The potential funders must be open and excited to fund new, innovative solutions

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- ☐ Scoping the project, pg. 24, 5-10 hours
- ☐ Creating Design Teams, pg. 22, 4-6 hours
- ☐ Design Your Design Work, pg. 27, 120-180 minutes
- ☐ Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- ☐ Project Charter, pg. 70, 60-120 minutes
- ☐ Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- ☐ Mindmapping, pg. 18, 60 minutes
- ☐ Smooth Sailing, pg. 19, 60 minutes
- ☐ Stakeholder Mapping, pg. 20, 60 minutes
- ☐ Problem Definition, pg. 22, 60 minutes
- ☐ Causes, Effects & Aspirations, pg. 24, 60 minutes
- ☐ Measuring Aspirations through Behaviour Change, pg. 26, 60-120 minutes
- ☐ Problem Space Reflection, pg. 28, 120-180 minutes
- ☐ Visual Challenge Brief, pg. 30, 6-8 hours
- ☐ Do you have an idea?, pg. 39, 30-60 minutes
- ☐ Project Launch Reflection, pg. 40, 60-90 minutes
- ☐ Reference List, pg. 42, 30-60 minutes

#3 EMPATHISE

- ☐ Design Research Modes, pg. 20, 30 minutes
- ☐ Plan Your Design Research Process, pg. 22, 30 minutes
- ☐ Engage Mode Overview, pg. 24, 60 minutes; 60 minutes per interview
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- ☐ Observe Mode Overview, page 40, 60 minutes to review; 120-180 minutes to observe
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- ☐ Persona for Real, pg. 42, 60 minutes
- ☐ What Did You Learn?, pg. 44, 60 minutes

#4 SYNTHESISE

- ☐ Finding Themes in Your Design Research, pg. 16, 60 minutes
- ☐ Making Meaning of the Themes, pg. 17, 60 minutes
- ☐ Connecting Insights to Stakeholders #1 & #2, pg. 18, 60-120 minutes
- ☐ Point of View Statements #1 & #2, pg. 20, 60-120 minutes
- ☐ How Might We Questions, pg. 26, 60-120 minutes

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#7 TEST

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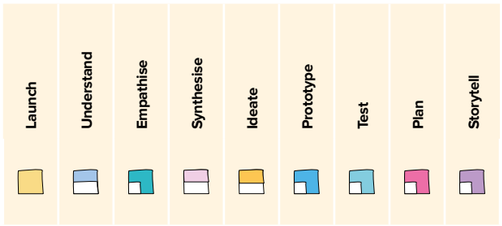
- ☐ Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- ☐ Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

EXPLORE TO LEARN MORE

72 - 94 Hours (per person)



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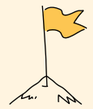
OBJECTIVES & OUTCOMES

For the **Explore to Learn More Pathway** your team will complete a curated set of tools across the design phases that support the needs and context of your team and project. This pathway will support your team to gain a deeper understanding of the problem to determine the best idea before investing more resources into the solution.

At the end of this process, your team will have worked quickly to gain new insights into the needs and motivations of the stakeholders, reframe the problem, generate a volume of ideas and then test them to get stakeholder feedback.

By working quickly and investing less time and resources, your team is able to learn about the problem and innovation potential of a potential solution rapidly. From there, your team can use what you learned to gather resources or raise funds to support a more robust design process.



Goal of Process
Contextualise your idea

Recommended Resourcing
A moderate investment of time in order to complete a Focused Process

Where to Start
Begin with Understand/Empathise

Fluency with HCD
For this project, the team can have emerging HCD skills

Budget for Design Work
This design project will require some financial resources

Future Funding Potential
The investment of time in this project is only warranted by promising prospects of future funding

Risk Tolerance of Funders
The potential funders must be willing to consider funding a new solution

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
- [ ] Stakeholder Mapping, pg. 20, 60 minutes
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- [ ] Measuring Aspirations through Behaviour Change, pg. 26, 60-120 minutes
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- [ ] Design Research Modes, pg. 20, 30 minutes
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- [ ] Engage Mode Overview, pg. 24, 60 minutes; 60 minutes per interview
- [ ] Additional Interview Strategies, pg. 28, 30 minutes
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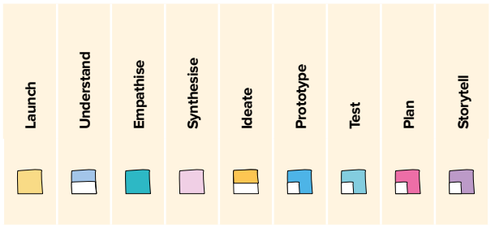
DESIGN PROJECT PATHWAY

WORK QUICKLY TO GET NEW PERSPECTIVE

90 - 114 Hours (per person)



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OBJECTIVES & OUTCOMES

For the **Work Quickly to Get New Perspectives Pathway** your team will complete a curated set of tools across the design phases that support the needs and context of your team and project. This pathway will support your team to work on a persistent problem by using a rapid process to reconnect with the stakeholders that are closest to the problem you are trying to solve.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of ideas and tested them to get stakeholder feedback early.

By working rapidly and investing less time and resources, your team is able to quickly learn about the problem and innovation of a potential solution without risking wasting resources of a solution that will not impact a large number of stakeholders.

Goal of Process

Question your assumption by engaging with stakeholders

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise

Fluency with HCD

For this project, the team can have emerging HCD skills

Budget for Design Work

This design project will require some financial resources

Future Funding Potential

The investment of time in this project is only warranted by promising prospects of future funding

Risk Tolerance of Funders

The potential funders must be willing to consider funding a new solution

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

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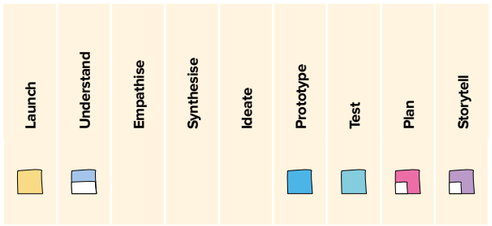
DESIGN PROJECT PATHWAY

TEST IDEAS & ITERATE

58-74 Hours (per person)



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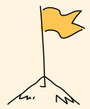
OBJECTIVES & OUTCOMES

Test Ideas & Iterate Pathway your team will complete a curated set of tools across a focused few design phases. This pathway works for your team because you already have a solution in mind that you are ready to quickly test with your stakeholders to gain feedback that will improve upon your initial idea.

At the end of this process, your team will have prototyped your idea and tested it with stakeholders in order to get feedback and iterate. This process of iterative prototyping and testing will help your team to learn more about the context and the stakeholders you are working to serve.

By working rapidly and investing less time and resources, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.



Goal of Process

Research your idea to understand how it has been implemented in other contexts & protoype to learn about this context. Focus on iterative cycles of prototyping and testing

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Prototype

Fluency with HCD

For this project, the team can have emerging HCD skills

Budget for Design Work

This design project does not require a lot of financial resources

Future Funding Potential

The investment of time in this project is only warranted by promising prospects of future funding

Risk Tolerance of Funders

The potential funders must be willing to consider funding a new solution

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
- [ ] Stakeholder Mapping, pg. 20, 60 minutes
- [ ] Problem Definition, pg. 22, 60 minutes
- [ ] Causes, Effects & Aspirations, pg. 24, 60 minutes
- [ ] Measuring Aspirations through Behaviour Change, pg. 26, 60-120 minutes
- [ ] Problem Space Reflection, pg. 28, 120-180 minutes
- [ ] Visual Challenge Brief, pg. 30, 6-8 hours
- [ ] Do you have an idea?, pg. 39, 30-60 minutes
- [ ] Project Launch Reflection, pg. 40, 60-90 minutes
- [ ] Reference List, pg. 42, 30-60 minutes

#3 EMPATHISE

- [ ] Design Research Modes, pg. 20, 30 minutes
- [ ] Plan Your Design Research Process, pg. 22, 30 minutes
- [ ] Engage Mode Overview, pg. 24, 60 minutes; 60 minutes per interview
- [ ] Additional Interview Strategies, pg. 28, 30 minutes
- [ ] Brainstorm Interview Questions, pg. 30, 60 minutes
- [ ] Interview Notes, pg. 34, 60-120 minutes
- [ ] Reflecting & Iterating After An Interview, pg. 35, 60 minutes
- [ ] Immerse Mode Overview, pg. 36, 60 minutes; all day to shadow
- [ ] A Day in the Life: Notes, pg. 38, 60 minutes
- [ ] A Day in the Life: Journey Map, pg. 39, 60 minutes
- [ ] Observe Mode Overview, page 40, 60 minutes to review; 120-180 minutes to observe
- [ ] Observation Notes, pg. 41, 60 minutes
- [ ] Persona for Real, pg. 42, 60 minutes
- [ ] What Did You Learn?, pg. 44, 60 minutes

#4 SYNTHESISE

- [ ] Finding Themes in Your Design Research, pg. 16, 60 minutes
- [ ] Making Meaning of the Themes, pg. 17, 60 minutes
- [ ] Connecting Insights to Stakeholders #1 & #2, pg. 18, 60-120 minutes
- [ ] Point of View Statements #1 & #2, pg. 20, 60-120 minutes
- [ ] How Might We Questions, pg. 26, 60-120 minutes

#5 IDEATE

- [ ] Preparing to Brainstorm, pg. 18, 30 minutes
- [ ] Brainstorm Example, pg. 24, 30 minutes
- [ ] Solo Brainstorm, pg. 28, 30 minutes
- [ ] Brainstorm!, pg. 30, 60-90 minutes
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- [ ] Selecting One Idea to Advance, pg. 37, 60 minutes
- [ ] Zoom out to Get the Big Picture, pg. 38, 60 minutes

#6 PROTOTYPE

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- [ ] Zoom in on the Details, pg. 20, 60 minutes
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#7 TEST

- [ ] Tips for Designing & Testing Prototypes, pg. 18, 30 minutes to review; all day to test in the field
- [ ] Test Your Prototype, pg. 20, 60 minutes
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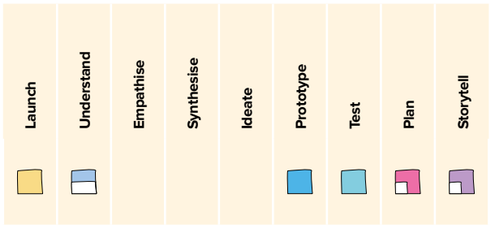
- [ ] Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- [ ] Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

PROTOTYPE TO CREATE BUY-IN

58-74 Hours (per person)



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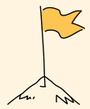
OBJECTIVES & OUTCOMES

For the **Prototype to Create Buy-In Pathway** your team will complete a curated set of tools across a focused few design phases. In this pathway, your team will ideate, build, and test your technical solution so you can learn more about the stakeholders needs and gain deeper insight about building an effective solution.

At the end of this process, your team will have prototyped your idea and tested it with stakeholders in order to get feedback and iterate. This process of iterative prototyping and testing will help your team to learn more about the context, the stakeholders you are working to serve and the implementation of this technical solution in a way that it will be widely adopted.

By working rapidly and investing less time and resources, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.



Goal of Process

Explore technical solutions & test multiple options by engaging with stakeholders to understand what they want and need. Focus on the interative cycles of prototyping and testing.

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Prototype

Fluency with HCD

For this project, the team can have emerging HCD skills

Budget for Design Work

This design project does not require a lot of financial resources

Future Funding Potential

The investment of time in this project is only warranted by promising prospects of future funding

Risk Tolerance of Funders

The potential funders must be willing to consider funding a new solution

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

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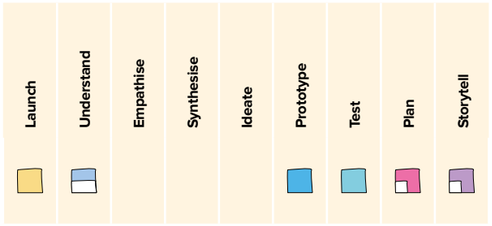
DESIGN PROJECT PATHWAY

RAPIDLY EXPLORE ROOT CAUSES

72 - 90 Hours (per person)



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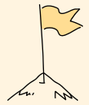
OBJECTIVES & OUTCOMES

For the **Rapidly Explore Root Causes Pathway** your team will complete a curated set of tools across the design phases that support the needs and context of your team and project. Since your team likely already has an idea, this pathway will support you to explore if the solution and the stakeholder needs are aligned. During this design process, it is important to identify and question your assumptions about the problem and the stakeholders in order to ensure success when implementing the solution.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem and then tested the idea in order to get stakeholder feedback early.

By working rapidly and investing less time and resources, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.



Goal of Process

Question your assumption by engaging with stakeholders

Recommended Resourcing

A moderate investment of time in order to complete a Focused Process

Where to Start

Begin with Understand/Empathise

Fluency with HCD

For this project, the team can have emerging HCD skills

Budget for Design Work

This design project will require some financial resources

Future Funding Potential

The investment of time in this project is only warranted by promising prospects of future funding

Risk Tolerance of Funders

The potential funders must be willing to consider funding a new solution

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

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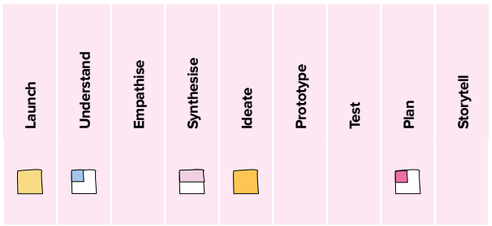
Alternative Process

DESIGN PROJECT PATHWAY

GENERATE IDEAS RAPIDLY

26 - 38 Hours (per person)



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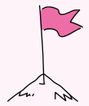
OBJECTIVES & OUTCOMES

For the **Generate Ideas Rapidly Pathway** your team will complete a curated set of tools across a focused few design phases. This pathway works for your team because you already have a good understanding of the problem and will benefit from generating many possible solutions to consider.

At the end of this process, your team will have aligned around the opportunities for solving the problem and will have generated a lot of potential solutions. Your team will select the most promising ideas to advance and will explain the concept at a high level.

The nature of this problem and the lack innovation potential mean that it is not worth the time investment to conduct a Human-Centred Design process. While your team will not be investing a lot of time or resources into this project, you may still find some of the tools of the design process helpful.



Goal of Process
Focus on generating ideas

Recommended Resourcing
Less intensive investment of time in order to complete a Rapid Sprint

Where to Start
Generating a Solution

Fluency with HCD
For this project, the team can be new to the HCD process

Budget for Design Work
This design project does not require a lot of financial resources

Future Funding Potential
There is little investment of time required for this project, so it is low risk

Risk Tolerance of Funders
Potential funders do not need to be engaged at this stage

Alternative Process

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

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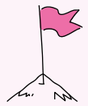
- [ ] Project Planning: Timeline, pg. 20, 60 minutes

#9 STORYTELL

- [ ] Demonstrating Desirability through Storytelling, pg. 16, 60 minutes
- [ ] Demonstrating Feasibility through Strategy, pg. 18, 60 minutes
- [ ] Demonstrating Viability through a Theory of Change, pg. 20, 60 minutes
- [ ] Demonstrating Sustainability through a Theory of Change, pg. 22, 60 minutes
- [ ] Preparing a Project Playbook, pg. 24, 6-8 hours
- [ ] What Does It Mean to Pitch Your Idea?, pg. 48, 60 minutes
- [ ] Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- [ ] Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

CONSIDER OTHER APPROACHES



Goal of Process

Focus on generating ideas

Where to Start

Use brainstorming techniques from HCD to develop solutions for the problem you have identified.

INSTRUCTIONS

On these pages you'll find a detailed outline of your **Design Project Pathway** with each phase of the design process and each design tool that your team will use.

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OBJECTIVES & OUTCOMES

For the **Consider Other Approaches Pathway** your team might want to look for other strategies and methodologies because not all problems fit the HCD process. Potentially, your team could reframe the challenge or look for support from others to rethink the scope of the project if you still wanted to use HCD for this project.

If your team has an idea in mind, revisit the **Test Ideas & Iterate** or the **Prototype to Create Buy-In** design pathways. Your team might also decide to conduct a **Half-Day** or **Full-Day Design Sprint** to explore the problem further.

If you decide that HCD is not the best approach for this project, you still may want to use the **Project Launch, Plan** and **Storytell Guidebooks** to support the implementation of your project work.

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
- [ ] Stakeholder Mapping, pg. 20, 60 minutes
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- [ ] Problem Space Reflection, pg. 28, 120-180 minutes
- [ ] Visual Challenge Brief, pg. 30, 6-8 hours
- [ ] Do you have an idea?, pg. 39, 30-60 minutes
- [ ] Project Launch Reflection, pg. 40, 60-90 minutes
- [ ] Reference List, pg. 42, 30-60 minutes

#3 EMPATHISE

- [ ] Design Research Modes, pg. 20, 30 minutes
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- [ ] Immerse Mode Overview, pg. 36, 60 minutes; all day to shadow
- [ ] A Day in the Life: Notes, pg. 38, 60 minutes
- [ ] A Day in the Life: Journey Map, pg. 39, 60 minutes
- [ ] Observe Mode Overview, page 40, 60 minutes to review; 120-180 minutes to observe
- [ ] Observation Notes, pg. 41, 60 minutes
- [ ] Persona for Real, pg. 42, 60 minutes
- [ ] What Did You Learn?, pg. 44, 60 minutes

#4 SYNTHESISE

- [ ] Finding Themes in Your Design Research, pg. 16, 60 minutes
- [ ] Making Meaning of the Themes, pg. 17, 60 minutes
- [ ] Connecting Insights to Stakeholders #1 & #2, pg. 18, 60-120 minutes
- [ ] Point of View Statements #1 & #2, pg. 20, 60-120 minutes
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#5 IDEATE

- [ ] Preparing to Brainstorm, pg. 18, 30 minutes
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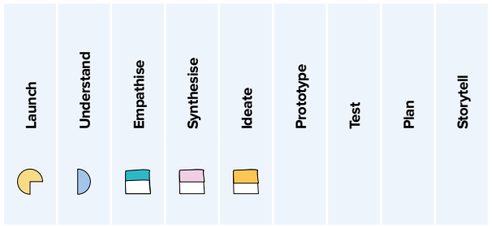
DESIGN PROJECT PATHWAY

HALF DAY SPRINT – DESIGN RESEARCH

10-14 Hours of prework & 5-6 Hours of sprint



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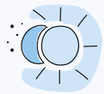
OBJECTIVES & OUTCOMES

For the **Half-Day Sprint on Design Research** your team will use a very specific set of design tools focused on getting insight into the stakeholder needs and experiences quickly. A team leader will need to do some preparation work ahead of the **Half-Day Sprint** so the team can maximise the opportunity to engage stakeholders in this Design Pathway.

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of potential ideas.

By spending only a half-day on this project, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.

Goal of Process
Understand the problem in order to solve it



Recommended Resourcing
This design project only requires staff to be dedicate a half day

Where to Start
Begin with Understand/Empathise

Fluency with HCD
For this project, the team can be new to the HCD process

Budget for Design Work
This design project does not require a lot of financial resources

Future Funding Potential
There is little investment of time required for this project, so it is low risk

Risk Tolerance of Funders
Potential funders do not need to be engaged at this stage

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
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#7 TEST

- [ ] Tips for Designing & Testing Prototypes, pg. 18, 30 minutes to review; all day to test in the field
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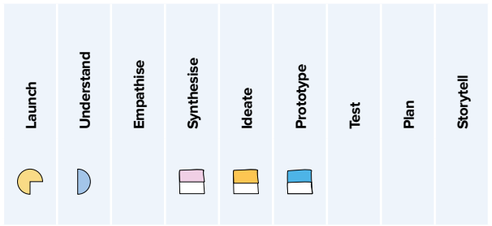
DESIGN PROJECT PATHWAY

HALF DAY SPRINT - IDEATION

10-14 Hours of prework & 3-4 Hours of sprint (per person)



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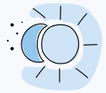
OBJECTIVES & OUTCOMES

For the **Half-Day Sprint on Ideation** your team will use a very specific set of design tools focused on generating a lot of creative solutions quickly. A team leader will need to do some preparation work ahead of the half-day Sprint so the team can maximise their creative efforts in this **Design Project Pathway**.

At the end of this process, your team will have aligned around the opportunities for solving the problem and will have generated a lot of potential solutions. Your team will select the most promising ideas to advance and will explain the concept at a high level.

By spending only a half-day on this project, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.

Goal of Process
Focus on generating ideas



Recommended Resourcing
This design project only requires staff to dedicate a half day

Where to Start
Generating a Solution

Fluency with HCD
For this project, the team can be new to the HCD process

Budget for Design Work
This design project does not require a lot of financial resources

Future Funding Potential
There is little investment of time required for this project, so it is low risk

Risk Tolerance of Funders
Potential funders do not need to be engaged at this stage

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
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- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

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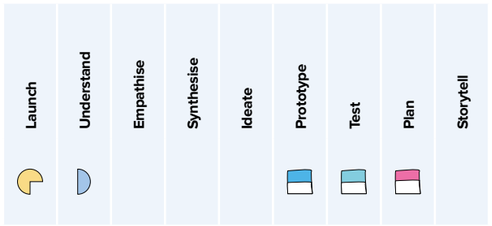
DESIGN PROJECT PATHWAY

HALF DAY SPRINT - PROTOTYPING AND TESTING

10-15 hours of prework & 3-4 hours of sprint (per person)



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OBJECTIVES & OUTCOMES

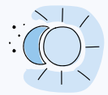
For the **Half-Day Sprint on Prototyping and Testing** your team will use a very specific set of design tools focused on learning more about your idea and testing the assumptions about you solutions. A team leader will need to do some preparation work ahead of the **Half-Day** Sprint so the team can maximise the opportunity to test their ideas with stakeholders in this **Design Project Pathway**.

At the end of this process, your team will have prototyped your idea and tested it with stakeholders in order to get feedback and iterate. This process of prototyping and testing will help your team to learn more about the context, the stakeholders you are working to serve and the implementation of this technical solution in a way that it will be widely adopted.

By spending only a half-day on this project, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.

Goal of Process

Explore technical solutions & test multiple options by engaging with stakeholders to understand what they want and need. Focus on iterative cycles of prototyping and testing



Recommended Resourcing

This design project only requires staff to be dedicate a half day

Where to Start

Begin with Understand/Prototype

Fluency with HCD

For this project, the team can be new to the HCD process

Budget for Design Work

This design project does not require a lot of financial resources

Future Funding Potential

There is little investment of time required for this project, so it is low risk

Risk Tolerance of Funders

Potential funders do not need to be engaged at this stage

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
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- [ ] What Did You Learn?, pg. 44, 60 minutes

#4 SYNTHESISE

- [ ] Finding Themes in Your Design Research, pg. 16, 60 minutes
- [ ] Making Meaning of the Themes, pg. 17, 60 minutes
- [ ] Connecting Insights to Stakeholders #1 & #2, pg. 18, 60-120 minutes
- [ ] Point of View Statements #1 & #2, pg. 20, 60-120 minutes
- [ ] How Might We Questions, pg. 26, 60-120 minutes

#5 IDEATE

- [ ] Preparing to Brainstorm, pg. 18, 30 minutes
- [ ] Brainstorm Example, pg. 24, 30 minutes
- [ ] Solo Brainstorm, pg. 28, 30 minutes
- [ ] Brainstorm!, pg. 30, 60-90 minutes
- [ ] Sorting for Impact & Effort, pg. 31, 30-60 minutes
- [ ] Sorting for Cost & Commitment, pg. 32, 30-60 minutes
- [ ] Sorting for Desirability & Originality, pg. 33, 30-60 minutes
- [ ] Identifying High Potential Ideas, pg. 34, 60 minutes
- [ ] Idea Selection, pg. 35, 60 minutes
- [ ] Selecting Innovative Ideas, pg. 36, 60 minutes
- [ ] Selecting One Idea to Advance, pg. 37, 60 minutes
- [ ] Zoom out to Get the Big Picture, pg. 38, 60 minutes

#6 PROTOTYPE

- [ ] What is a Prototype?, pg. 16, 30 minutes
- [ ] Zoom in on the Details, pg. 20, 60 minutes
- [ ] Zoom in on the Experience, pg. 22, 60 minutes
- [ ] Prioritising Assumptions, pg. 26, 60 minutes
- [ ] Sketching Prototyping Strategies, pg. 27, 60 minutes
- [ ] Selecting the Best Prototyping Strategy, pg. 28, 60 minutes
- [ ] Using Your Prototype to Create an Experience, pg. 29, 60 minutes
- [ ] Plan a Prototype, pg. 30, 60 minutes

#7 TEST

- [ ] Tips for Designing & Testing Prototypes, pg. 18, 30 minutes to review; all day to test in the field
- [ ] Test Your Prototype, pg. 20, 60 minutes
- [ ] Reflection Grid, pg. 22, 60 minutes
- [ ] Reflect on the Details, pg. 24, 60 minutes
- [ ] Learning About Your Assumptions, pg. 25, 60 minutes
- [ ] Scaling Up Your Ideas, pg. 26, 60 minutes
- [ ] What's Next?, pg. 28, 60 minutes
- [ ] Design Principles, pg. 32, 60 minutes
- [ ] Why is Your Solution Innovative?, pg. 36, 60 minutes
- [ ] Increase Your Solution's Innovation Potential, pg. 40, 60 minutes
- [ ] Refine Your Concept, pg. 50, 60 minutes

#8 PLAN

- [ ] Plan Your Intervention, pg. 14, 60 minutes
- [ ] Project Planning: Strategy, pg. 18, 60 minutes
- [ ] Project Planning: Timeline, pg. 20, 60 minutes

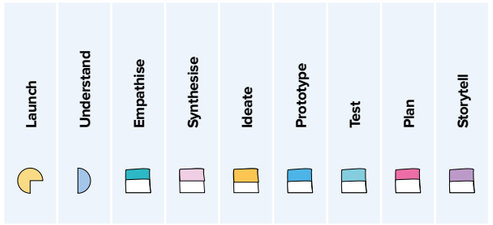
#9 STORYTELL

- [ ] Demonstrating Desirability through Storytelling, pg. 16, 60 minutes
- [ ] Demonstrating Feasibility through Strategy, pg. 18, 60 minutes
- [ ] Demonstrating Viability through a Theory of Change, pg. 20, 60 minutes
- [ ] Demonstrating Sustainability through a Theory of Change, pg. 22, 60 minutes
- [ ] Preparing a Project Playbook, pg. 24, 6-8 hours
- [ ] What Does It Mean to Pitch Your Idea?, pg. 48, 60 minutes
- [ ] Preparing to Create Your Pitch, pg. 50, 60-120 minutes
- [ ] Preparing Your Pitch Deck & Presentation, pg. 54, 4-6 hours

DESIGN PROJECT PATHWAY

FULL-DAY SPRINT

10-12 hours of prework & 8 hours of sprint (per person)



INSTRUCTIONS

On these pages you'll find a detailed outline of your **Design Project Pathway** with each phase of the design process and each design tool that your team will use.

Use these pages as a guide and checklist. You will find the name and page number of each design tool as a reference. Each phase of the design process has a guidebook and each design tool in that guidebook has a unique page number.

You might want to bookmark this page so you can easily reference your **Design Pathway** and plan for the work your team will need to complete.

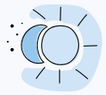
OBJECTIVES & OUTCOMES

For the **Full-Day Sprint** your team will use a very specific set of design tools across all phases of the design process. This pathway is focused on one full day of engaging with stakeholders, generating ideas and testing the most viable ideas quickly. This process will likely lead to more investment in design work, but will help advance the teams' thinking about a problem quickly. A team leader will need to do some preparation work ahead of the Full-Day Sprint so the team can maximise their engagement with in this **Design Project Pathway.**

At the end of this process, your team should have new insights into the needs and motivations of the stakeholders, you should have identified root causes and reframed the problem, generated a volume of ideas and tested them to get stakeholder feedback early.

By spending only a day on this project, your team is able to quickly learn about the problem and potential solutions without risking wasting resources on an innovation process for a problem that has a limited scope and potential for innovation.

Goal of Process
Understand the problem in order to solve it



Recommended Resourcing
This design project only requires staff to dedicate a full day

Where to Start
Begin with Understand/Empathise

Fluency with HCD
For this project, the team can be new to the HCD process

Budget for Design Work
This design project does not require a lot of financial resources

Future Funding Potential
There is little investment of time required for this project, so it is low risk

Risk Tolerance of Funders
Potential funders do not need to be engaged at this stage

DESIGN PHASES AND TOOLS FOR THIS PATHWAY

#1 LAUNCH

- [ ] Scoping the project, pg. 24, 5-10 hours
- [ ] Creating Design Teams, pg. 22, 4-6 hours
- [ ] Design Your Design Work, pg. 27, 120-180 minutes
- [ ] Selecting a Human-Centred Design Strategy, pg. 33, 120-180 minutes
- [ ] Project Charter, pg. 70, 60-120 minutes
- [ ] Launching Your Team, pg. 69, 3-5 hours

#2 UNDERSTAND

- [ ] Mindmapping, pg. 18, 60 minutes
- [ ] Smooth Sailing, pg. 19, 60 minutes
- [ ] Stakeholder Mapping, pg. 20, 60 minutes
- [ ] Problem Definition, pg. 22, 60 minutes
- [ ] Causes, Effects & Aspirations, pg. 24, 60 minutes
- [ ] Measuring Aspirations through Behaviour Change, pg. 26, 60-120 minutes
- [ ] Problem Space Reflection, pg. 28, 120-180 minutes
- [ ] Visual Challenge Brief, pg. 30, 6-8 hours
- [ ] Do you have an idea?, pg. 39, 30-60 minutes
- [ ] Project Launch Reflection, pg. 40, 60-90 minutes
- [ ] Reference List, pg. 42, 30-60 minutes

#3 EMPATHISE

- [ ] Design Research Modes, pg. 20, 30 minutes
- [ ] Plan Your Design Research Process, pg. 22, 30 minutes
- [ ] Engage Mode Overview, pg. 24, 60 minutes; 60 minutes per interview
- [ ] Additional Interview Strategies, pg. 28, 30 minutes
- [ ] Brainstorm Interview Questions, pg. 30, 60 minutes
- [ ] Interview Notes, pg. 34, 60-120 minutes
- [ ] Reflecting & Iterating After An Interview, pg. 35, 60 minutes
- [ ] Immerse Mode Overview, pg. 36, 60 minutes; all day to shadow
- [ ] A Day in the Life: Notes, pg. 38, 60 minutes
- [ ] A Day in the Life: Journey Map, pg. 39, 60 minutes
- [ ] Observe Mode Overview, page 40, 60 minutes to review; 120-180 minutes to observe
- [ ] Observation Notes, pg. 41, 60 minutes
- [ ] Persona for Real, pg. 42, 60 minutes
- [ ] What Did You Learn?, pg. 44, 60 minutes

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- [ ] Finding Themes in Your Design Research, pg. 16, 60 minutes
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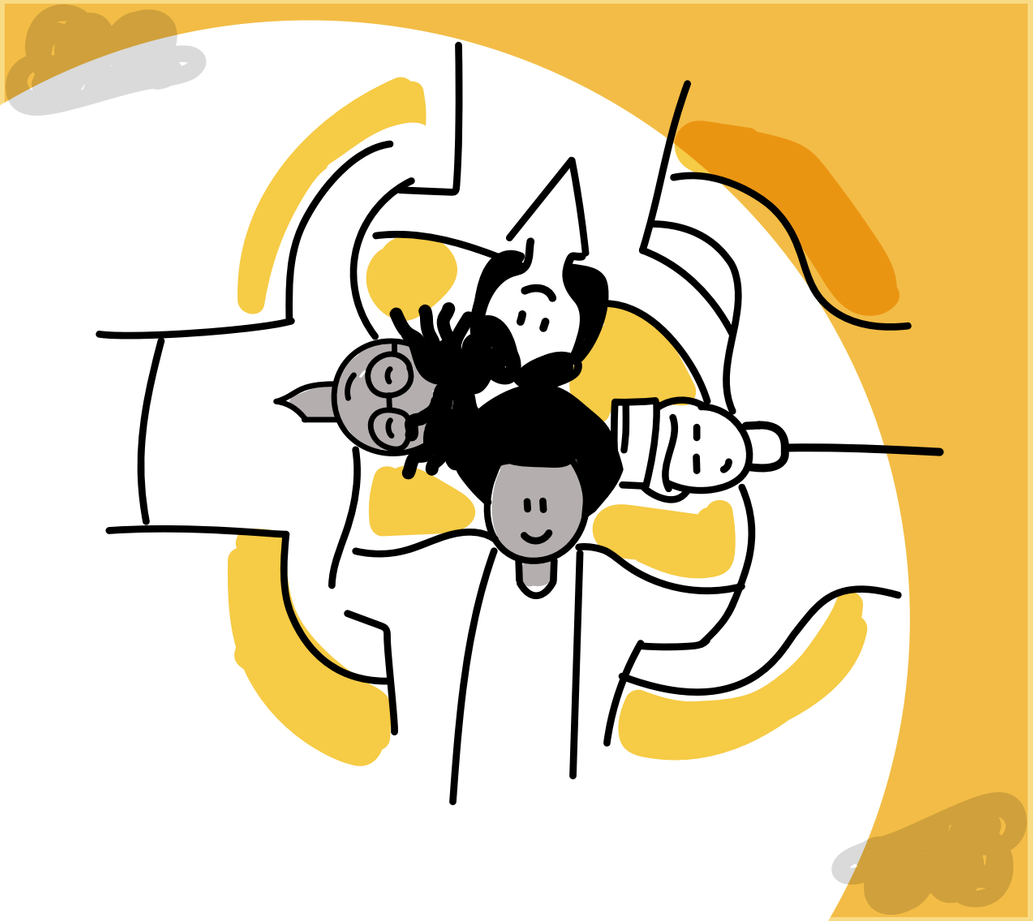
PROJECT LAUNCH:

LAUNCHING A TEAM



CREATING BUY-IN

INTERNALLY

WORKING WITH LEADERSHIP INSIDE YOUR ORGANIZATION

As an organisation begins the process of initiating a design project, the **Design Lead** and **Design Coach** (if one is available) need to work with local organisational leaders to align around project goals, the design process, resources required (time, staffing, space, supplies, etc.) and expected outcomes. See the **Scoping the Project** and **Project Charter** sections of this guidebook for more information.

A great way to start the conversation is to give an overview of **Human-Centred Design** and inspire confidence in the process and its associated outcomes. Share related articles (found in the **Resource Guidebook**) with the organisational leaders. Be sure to clearly communicate the expectations of all participants on the design team.

The **Design Lead** and **Design Coach** will work together with those overseeing the design project to select and form the design team. We recommend scheduling a meeting with the organisational leadership and the design team as a kick-off to this project.

The **Design Lead** will continue to work with organisational leaders to support the design team as they progress through the design project. The **Design Lead** will ensure that the **Design teams** have what they need (space, dedicated time, etc.) to complete their design work.

All members of the design team, as well as the supervisors of those members, will sign the **Project Charter** and **Team Agreements** sections of this guidebook, solidifying their commitment to this project.

Be sure to be transparent about the expectations, goals and constraints of the project. Engage colleagues and stakeholders in an open and authentic process of feedback around the design project.

EXTERNALLY

WORKING WITH LOCAL OFFICIALS & COMMUNITY MEMBERS

As the the leader of this initiative, the **Design Lead** will communicate the value and potential of the **Human-Centred Design** process to local officials and community members. Through the resources listed in the **Resource Guidebook** and through your own experiences with **Human-Centred Design**, develop a presentation that explains the process and the potential of the process to unlock innovation and positive change in communities.

Here are some helpful talking points to help you build your presentation:

- Human-Centred Design is an internationally-recognised innovation process.
- Human-Centred Design is leveraged by corporations, governments, foundations and NGOs to create more culturally-relevant and effective solutions to some of the most complex problems.
- Through investment in the Human-Centred Design process, the solutions that are generated, tested and implemented will have a higher success rate and are more likely to create the outcomes you are seeking.
- Design teams are particularly successful when using the Human-Centred Design process to tackle problems that involve human motivations and behaviours; the process is well-suited to take on seemingly intractable problems through gaining new perspectives on the issue at hand.

Use the tool to reflect on how best to engage both internal and external stakeholders in order to set your design team up for success.

PROJECT LAUNCH:

PROJECT CHARTER

30-90 minutes

PROJECT CHARTER

Instructions: Now that you have completed the **Scoping the Project** section, **the Creating Design Teams** section, **the Design Your Design Work** section, **and the Selecting a Community-Based Design Strategy** section, you are ready to complete your Project Charter. Your **Project Charter** is a kind of informal contract between your design team members and those overseeing your project. When your design team has finished answering all the questions below, schedule a meeting with key stakeholders to review, modify and agree to all of the components the **Project Charter.**

In order to expedite this process, send those supervising this project all of the materials you have created thus far in advance.

Engage stakeholders in an open and authentic process of feedback around the design project. Ensure everyone is aligned on all aspects of the project. Delay the start of this project until this document is signed by all relevant parties.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 67.

1. What is your design team's finalised **Human-Centred Design Project Statement?**

   From the Scoping the Project section of this guidebook

2. What is your design team's finalised **Design Project Pathway?**

   From the Design Your Design Work section of this guidebook

3. What **Community Engagement Strategy for HCD** resonated with your design team?

   From the Selecting a Human-Centred Design Strategy section of this guidebook

4. Based on the Community Engagement Strategy for HCD your design team selected, determine which **community members** you want to recruit to **participate on the design team** or **in the design project**. Which phases of the design process will they participate in? Begin recruiting participants.

   From the Selecting a Human-Centred Design Strategy section of this guidebook

5. Will your design team be working with a **Design Coach?** If so, who is that person? If not, how might your design team get technical support?

   From the Creating Design Teams section of this guidebook

6. Who will be your **Design Lead?**

   From the Creating Design Teams section of this guidebook

7. Who will be full members of your **Design Team?**

   From the Creating Design Teams section of this guidebook

8. Who will be full members of your **Extended Design Team?**

   From the Creating Design Teams section of this guidebook

9. How often will the design team engage the **Extended Design Team?** What role with the Extended Design Team play in this design project?

   Work with those overseeing the project to determine the role and frequency of engaging with the Extended Design Team

30-90 minutes **Continued**

PROJECT CHARTER

10. Who will be the **final decision-maker(s)** on which solutions are implemented?

Work with those overseeing the project to determine who are decision-makers

11. When would the **management team** of the organisation like to be **engaged**? How often? In what ways?

Work with those overseeing the project to determine what the management team prefers

12. How should the design team **communicate** with those overseeing the project? How should the design team communicate with the donors supporting the design project? How frequent should the communication be? In what format?

Work with those overseeing the project to determine the communication plan for the design project

13. What are the key **project benchmarks and deadlines** for the project? Does the project have a firm end date?

From the Scoping the Project section of this guidebook

14. What is the **budget** for this design project?

From the Scoping the Project section of this guidebook

In order to expedite this process, send those supervising this project all of the materials you have created thus far in advance.

Engage stakeholders in an open and authentic process of feedback around the design project. Ensure everyone is aligned on all aspects of the project. Delay the start of this project until this document is signed by all relevant parties.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 69.

15. What is the **projected budget** for solutions implemented from this design project?

From the Scoping the Project section of this guidebook

16. What are the **final deliverables** for this project?

Work with those overseeing the project to determine the final deliverables

SIGNATURES OF AGREEMENT

Have all relevant parties sign this document including the organisation's management team, line managers of members of the design team, those overseeing the design project and all members of the design team, including the **Extended Design Team**.

Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**

PROJECT LAUNCH:

TEAM ACTIVITIES

90-120 minutes

STORY OF YOUR NAME

Goal: This exercise is designed to help participants get to know each other and begin to open up and build trust.

Instructions: Put the group into pairs. Each person will get 3 minutes to tell the story of the origins of their name. Have participants switch to another partner and repeat.

Online Adaptation: Send participants into breakout rooms with one other person. Give them 6 minutes to listen to each other's story. Then call them back. Send them to a new breakout room with a new person and repeat.

Equity Strategy: This activity asks all participants to be vulnerable by sharing the story of their name. This is usually a very personal story. By sharing this story, teams will develop trust and mutual respect for each other.

ACTIVITIES TO BUILD A TEAM

QUESTIONS TO CONNECT

Goal: This exercise is designed to help participants get to know each other and begin to open up and build trust.

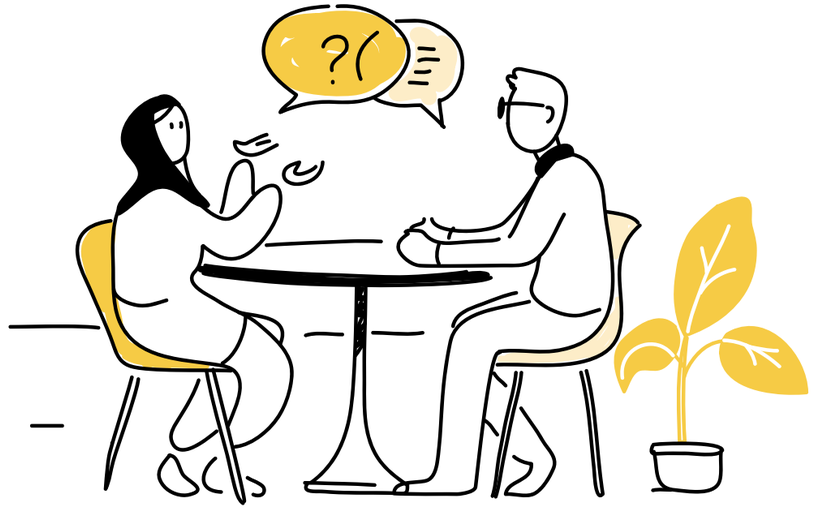
Instructions: Put the group into pairs. Assign each pair a question from this list ((created by Arthur Aron).).

- Given the choice of anyone in the world, who would you want as a dinner guest?
- Would you like to be famous? In what way?
- What would constitute a “perfect” day for you?
- When did you last sing to yourself? To someone else?
- If you were able to live to the age of 90 and retain either the mind or body of a 30-year-old for the last 60 years of your life, which would you want?
- For what in your life do you feel most grateful?
- If you could change anything about the way you were raised, what would it be?
- Take four minutes and tell your partner your life story in as much detail as possible.
- If you could wake up tomorrow having gained any one quality or ability, what would it be?

Remind participants that they only have to share what they are comfortable sharing.
Each person will get 3 minutes to share their thoughts.

Have participants switch to another partner and repeat the process, now assigning a question from the following list:

- If a crystal ball could tell you the truth about yourself, your life, the future or anything else, what would you want to know?
- Is there something that you’ve dreamed of doing for a long time? Why haven’t you done it?
- What is the greatest accomplishment of your life?
- What do you value most in a friendship?
- What is your most treasured memory? What is your most triggering memory?
- What does friendship mean to you?



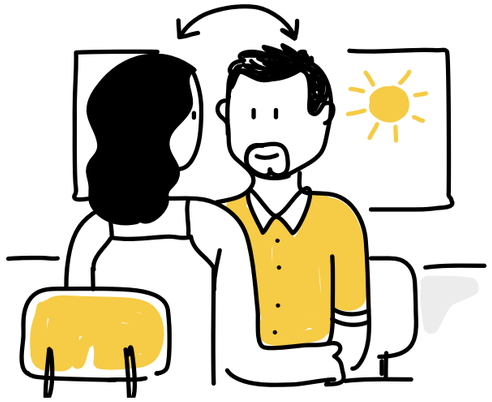
Have participants switch to another partner and repeat the process, now assigning a question from the following list:

- Complete this sentence: “I wish I had someone with whom I could share…”
- If you were going to become a close friend with your partner, please share what would be important for him or her to know.
- Share with your partner an embarrassing moment in your life.
- When did you last cry in front of another person? When was the last time you cried by yourself?
- Tell your partner something that you like about them already.
- What, if anything, is too serious to be joked about?
- If you were to die this evening with no opportunity to communicate with anyone, what would you most regret not having told someone? Why haven’t you told them yet?
- Your house, containing everything you own, catches fire. After saving your loved ones and pets, you have time to safely make a final dash to save any one item. What would it be? Why?
- Share a personal problem and ask vour partner’s advice on how they might handle it. Also, ask your partner to reflect back to you how you seem to be feeling about the problem you have chosen.

Online Adaptation: Send participants into breakout rooms with one other person. Give them 6 minutes to listen to each other’s answers. Then call them back. Send them to a new breakout room with a new person and repeat two more times.

Equity Strategy: This activity asks all participants to be vulnerable by sharing personal thoughts with a partner. By sharing these thoughts, teams will develop trust and mutual respect for each other.

ACTIVITIES TO BUILD A TEAM



THINGS IN COMMON

Goal: This exercise is designed to help participants get to know their teammates and share a little about themselves. This team-building will help the team to work together more effectively.

Instructions: Create time during the workshop to have teams connect with each other for ten minutes. Their goal during this time is to find at least one thing that they all have in common. At the end of the 10 minutes, have each team share what they found in common.

Online Adaptation: Put teams in breakout rooms to connect.

Debrief Questions: What was the process of finding your commonality like? What techniques did you use to find that commonality?

Equity Strategy: This activity asks teams to work together to find common bonds by sharing personal information. By sharing this information, teams will develop trust and mutual respect for each other.

TEAM BUILDING REFLECTION

Goal: This exercise is designed to help participants get to know their teammates and share a little about themselves. This team-building will help the team to work together more effectively.

Instructions: Create time during the workshop to have teams connect with each other and answer the following questions: What are your superpowers? What are your weaknesses? What should your teammates know about you? What should your teammates know about the way you prefer to work? What is your team name? What animal could represent your team? Why?

Online Adaptation: Put teams in breakout rooms to connect.

Equity Strategy: This activity asks all participants to share their strengths, weaknesses and preferences. By sharing their thoughts, teams will build trust and mutual respect for each other.

PROJECT LAUNCH:
TEAM DYNAMICS

30-60 minutes

TEAM DYNAMICS

Ideally, your design team members will have a diversity of backgrounds (different gender identities, grew up in the community, grew up elsewhere, early career, later career, etc.)

Members of the design team are individuals who are able and willing to engage in projects that require extra effort and who are open to new ideas, excited to try new things, good at listening, and who value other people's perspectives.

Be aware of existing relationships and status as you launch your design team. Ideally, each participant of the design team will influence the decision-making process equally. Be particularly sensitive to welcoming members of the community who are going to join as co-designers.

Once the design team has been selected, work together to establish team norms. These norms should help the team to function smoothly and create a safe space where all members, regardless of their backgrounds, gender or seniority, feel like equal members of the design team. **Human-Centred Design** teams should be collaborative and non-hierarchical; every voice on the design team needs to be heard in order for you to reach your maximum innovation potential. Norms can help your team establish this culture.

Consider the following questions:

- What norms can we establish around meetings to help every member of the team feels valued and valuable?
- What norms can we establish around decision-making that will ensure every member of the team feel respected?
- What are other norms your team needs to establish?

Your work as a design team will be mostly self-directed. You will have your **Design Coach** there to encourage and support you. Your **Design Lead** will help both with logistical challenges (arranging interviews, finding time to complete tasks or convene as a group) as well as any nervousness your team might feel about completing each tool in the different phases of the design challenge.

The **Design Coach** will help hold design teams accountable through check-ins and will serve as a "critical friend" or someone who pushes the team to improve through supportive and honest feedback. Your design team will also work to push each other to improve your work through reflections and assessments in the **Design Work Journal**. The **Resource Guidebook** will also offer coaching tips for each phase of the design process as well as specific examples and tips for each tool in each phase. Use this to guide your design teams' process throughout the design challenge.

Some teams might struggle to keep up the momentum. Keep moving forward and stick to the estimated times for each tool. If your design team finishes a phase quickly, go back, review your work and push yourselves to dig deeper.

Lastly, continue to pay attention to the team dynamics when you are engaging community members in a participatory process. Use the tools in the **Selecting Community-Based Design Strategies** section of this guidebook to reflect and make decisions about how to welcome community members to the team and ensure that they feel that they are equal members and that their voices are being heard.

PROJECT LAUNCH:
TEAM DYNAMICS AGREEMENTS

60-120 minutes

TEAM AGREEMENTS

Instructions: Now that you have confirmed all the details of your design project, welcomed all the members of your design team and spent some time getting to know each other, it is time to come to some **Team Agreements** about how you will work together. Review the information in the previous sections, especially the **Creating a Design Team** and **Project Charter** sections, with all of your design team members. As a group, reflect on the questions below and develop your **Team Agreements.** These agreements will guide your work together and can be referenced if there is ever conflict in the team.

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 70.

1. Who will be full members of your **Design Team**? How much time is each member able to spend on this design project?

   From the Creating Design Teams section of this guidebook

2. When will your design team **meet to work together**? How often? Where?

   Discuss as a group.

3. What commitments are you willing to make to each other about honoring **team collaboration** time?

   Discuss as a group.

If it seems difficult to openly discuss these aspects of working together as a team, have individuals write down their thoughts before sharing with the group.

*While the **Design Lead** may facilitate this conversation, the decisions you make as a group should reflect a consensus among all team members.*

60-120 minutes **Continued**

TEAM AGREEMENTS

4. How does the group want to **communicate** with each other? Email? WhatsApp?

   Discuss as a group.

5. What are the expectations of the group in terms of communication when things are **not going as planned** (a meeting needs to be cancelled, you are going to be late on an assignment, you are sick, etc.)?

   Discuss as a group.

6. What **motivated** each of you to join the design team?

   Discuss as a group.

7. What are each of your **hopes** for this design project?

   Discuss as a group.

If it seems difficult to openly discuss these aspects of working together as a team, have individuals write down their thoughts before sharing with the group.

*While the **Design Lead** may facilitate this conversation, the decisions you make as a group should reflect a consensus among all team members.*

For more guidance for this tool as well as an example, refer to the **Resource Book** on page 72.

8. Conflict sometimes arises in design projects, especially when members of the design team are investing in improving outcomes for the community. How does your group want to **approach conflict**?

   Discuss as a group.

9. What **roles** do each of you usually prefer when working in a group? (organiser, record keeper, discussion leader, etc.)

   Discuss as a group.

10. How do each of you like to **receive feedback?** (one-on-one, in writing, in person, etc.

    Discuss as a group.

11. What might **annoy each of you at work?** How might the group avoid annoying each other? If you feel annoyed, what can you do?

    Discuss as a group.

60-120 minutes | *Continued*

TEAM AGREEMENTS

12. What are each of your **non-negotiables** when working as a team?

Discuss as a group.

13. What are each of you hoping to **gain from this experience?** What are your hopes for this design team during this project?

Discuss as a group.

SIGNATURES OF AGREEMENT:

Have all the members of the design team sign this document.

Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**
Signature, Name & Role	**Signature, Name & Role**

PROJECT LAUNCH: DIGITAL TEMPLATES

PROJECT LAUNCH: DIGITAL TEMPLATES

All of the **tools and resources** have **digital versions** that will allow your design team to capture your work, share it with others and collaborate while working remotely. Scan the **QR codes** below to access these resources.

#1

PROJECT LAUNCH SLIDE DECK AND ICONS TEMPLATE

Use this **slide deck template** to create presentations throughout your design project.

Scan this QR Code or click here to access a slide deck template for the Project Launch Phase.

#2

PROJECT LAUNCH MURAL TEMPLATE

Use this Mural template to complete your team's **Launch Phase**.

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

#3

DESIGN WORK JOURNAL PDF

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as wellas reflect on and improve the qualityof your design work. Your design team will use the same Design Work Journal throughout your project.

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

#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.

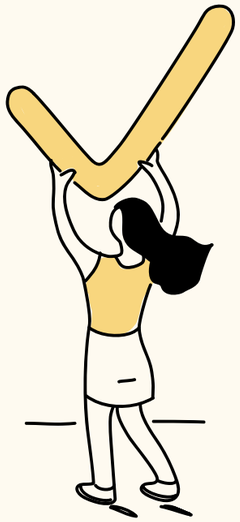
Scan this QR Code or click here to access a template in Mural, an online collaborative platform.

PROJECT LAUNCH: CHECKLIST

Congratulations on completing the first step in initiating your design project.

At the end of every phase of the design process, **use the checklist provided** to make sure you have **completed all the required steps** and are ready to move forward.

As your team transitions, you should feel **aligned and ready to begin the next phase** of your design work.



BY NOW, YOU SHOULD HAVE COMPLETED THE FOLLOWING:

- [ ] Identify your **Design Lead**
- [ ] Read the **Introduction to Human-Centred Design Guidebook**
- [ ] Engage with your **Design Coach**
- [ ] Complete the **Scoping the Project** section of this guidebook
- [ ] Review the **Creating Design Teams** section of this guidebook and select the members of the design team
- [ ] Ask team members to read the **Introduction to Human-Centred Design Guidebook** and review the overview of materials and ensure that everyone understands the resources available to them
- [ ] Work with your Design Coach to complete the **Design Your Design Work** section of this guidebook
- [ ] As a team, reflect on the questions in the Selecting a **Human-Centred Design Strategy** section
- [ ] Work with your **Design Coach** to determine which **Human-Centred Design** strategy your team is going to use for this project
- [ ] Select the timeline for your design work and schedule **collaboration time as a team and with your Design Coach**
- [ ] Align expectations for the project with **community leaders**
- [ ] Align expectations for the project with **organisational leaders**
- [ ] Complete the **Project Charter** section of this guidebook and have it signed by all relevant parties
- [ ] Complete some team building exercises listed in the **Launching Your Team** section of this guidebook
- [ ] Develop your design team's norms and and expectations in the **Team Dynamics section**
- [ ] Complete the **Team Agreements** page and have it signed by **all members of the design team**
- [ ] **Document your work** in your **Design Work Journal** throughpictures 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

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01 PROJECT LAUNCH

Developed by:

Accelerate Impact

Created for **Local Impact**: A Transformative Partnership in Asia and Africa