



USAID
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AGA KHAN FOUNDATION

A

DESIGN WORK JOURNAL





CAPTURE YOUR WORK



PROCESS TIPS



MINDSET TIPS



EQUITY STRATEGY



CO-DESIGN STRATEGY



FIELDWORK

DESIGN WORK JOURNAL

Welcome to the **Design Work Journal**! Every phase of the design challenge has its own section in this book. At the end of each phase, your team should turn to this book to summarise your work, evaluate whether you are ready to move on and to reflect on what you have learned. This is also a great place to capture documentation of your work through pictures, screenshots and notes.

It is important to take the time to complete these reflection activities to ensure that your design team's work is high quality and moving in the best potential direction.

If your design team completes the work in this book, preparing to pitch your idea at the end of the process will be much more efficient and the pitch will be of a higher caliber.



AGA KHAN FOUNDATION

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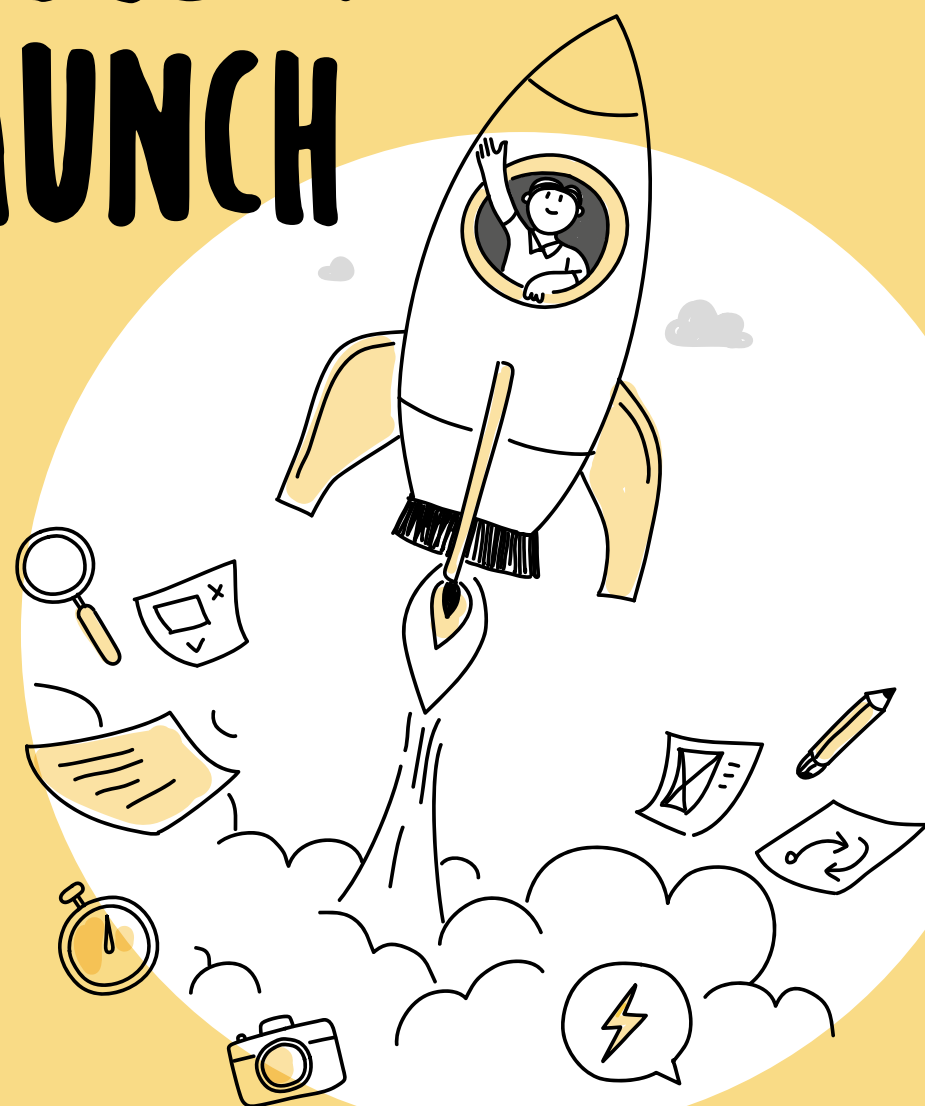
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01 PROJECT LAUNCH



PHASE REVIEW, REFLECTION AND EVALUTATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

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



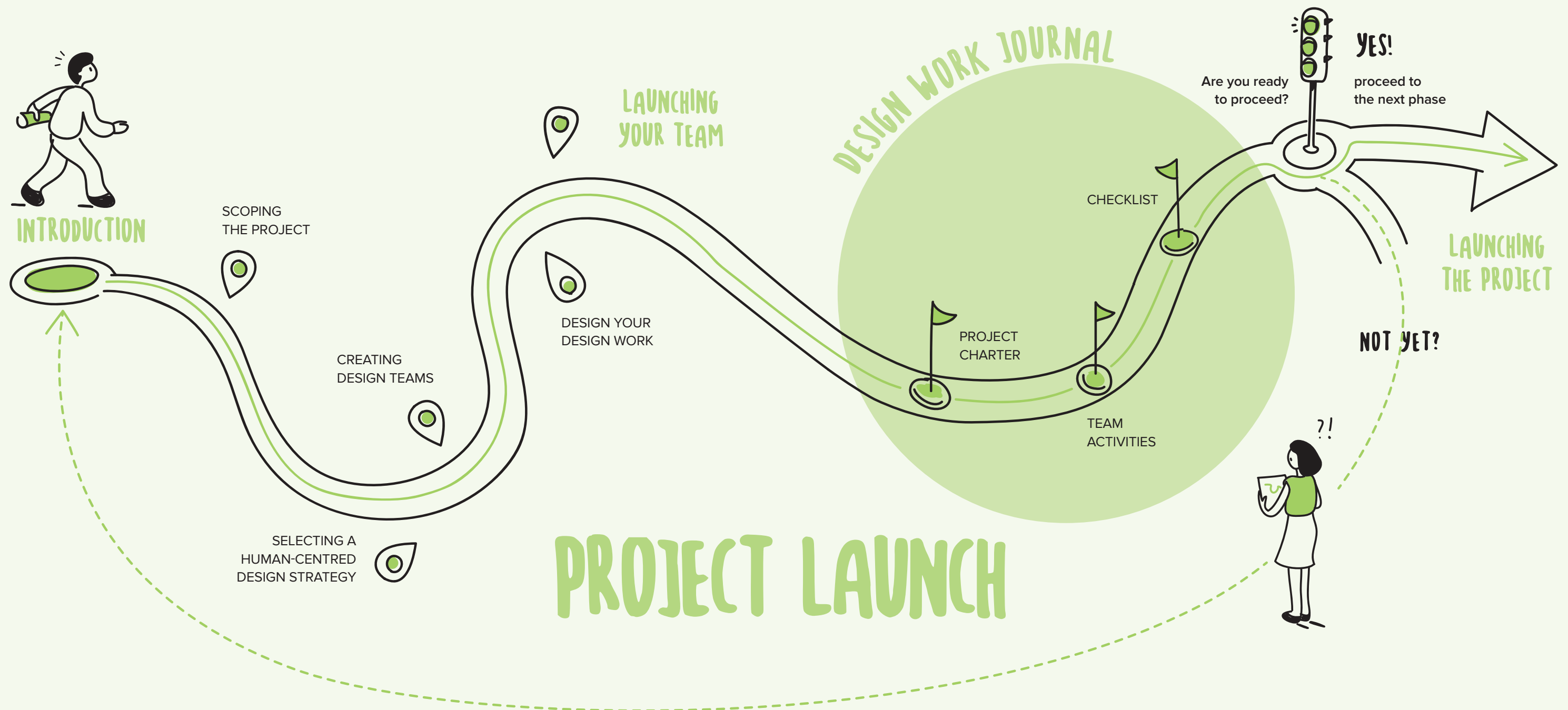
Invite community members to be co-designers, clarify expectations for participation and negotiate an arrangement that works for everyone



Review the design process, materials and resources available



LAUNCH Design Project!



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 26 for the following resources:

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

PROJECT LAUNCH: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

What are the **six most important things** your team learned from the **Project Launch Phase**?

Why is **scoping the problem** an important step for your team?

Why is **determining a strategy for engaging the community** an important step for your team?

Why is determining the best **design project pathway** an important step for your team?

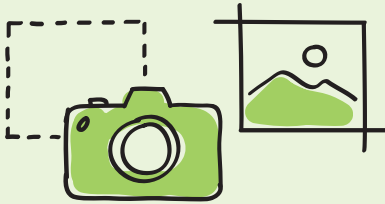
Why are **aligning as an organisation and as a team** important steps for your team?

How does exploring the problem in this way connect to the goal of **improving the outcomes for your stakeholders**?

CAPTURE EVIDENCE OF YOUR WORK



Capture evidence of your work.
Drop pictures & screenshots of
your work from this phase either
here or on a digital platform.

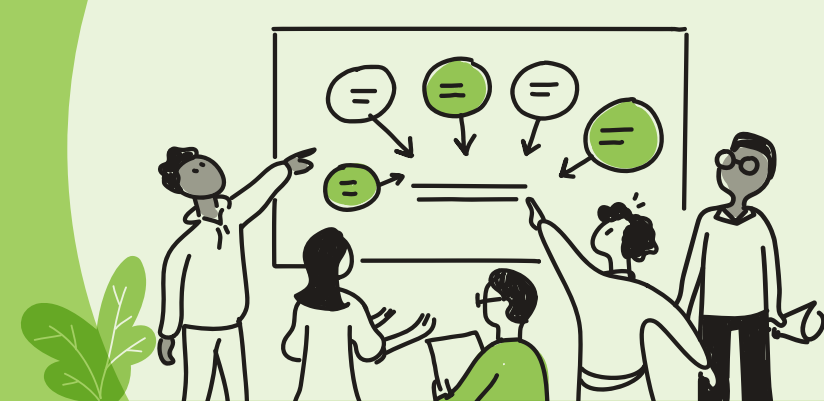


CAPTURE YOUR FAVOURITE MOMENTS

Capture your favourite moments
as a team either here or on
a digital platform.



PROJECT LAUNCH: TEAM ALIGNMENT

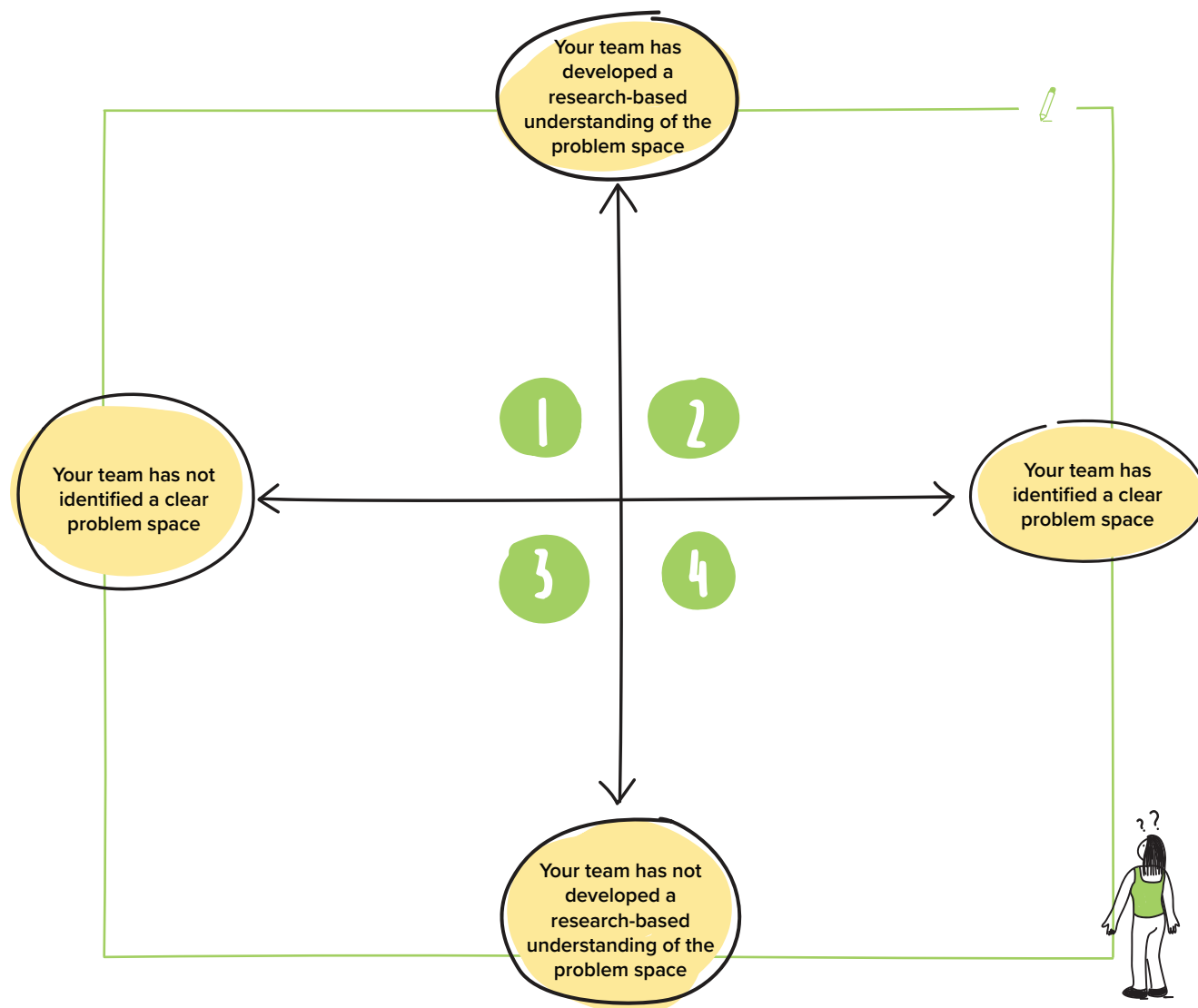


DESIGN OBJECTIVES



CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

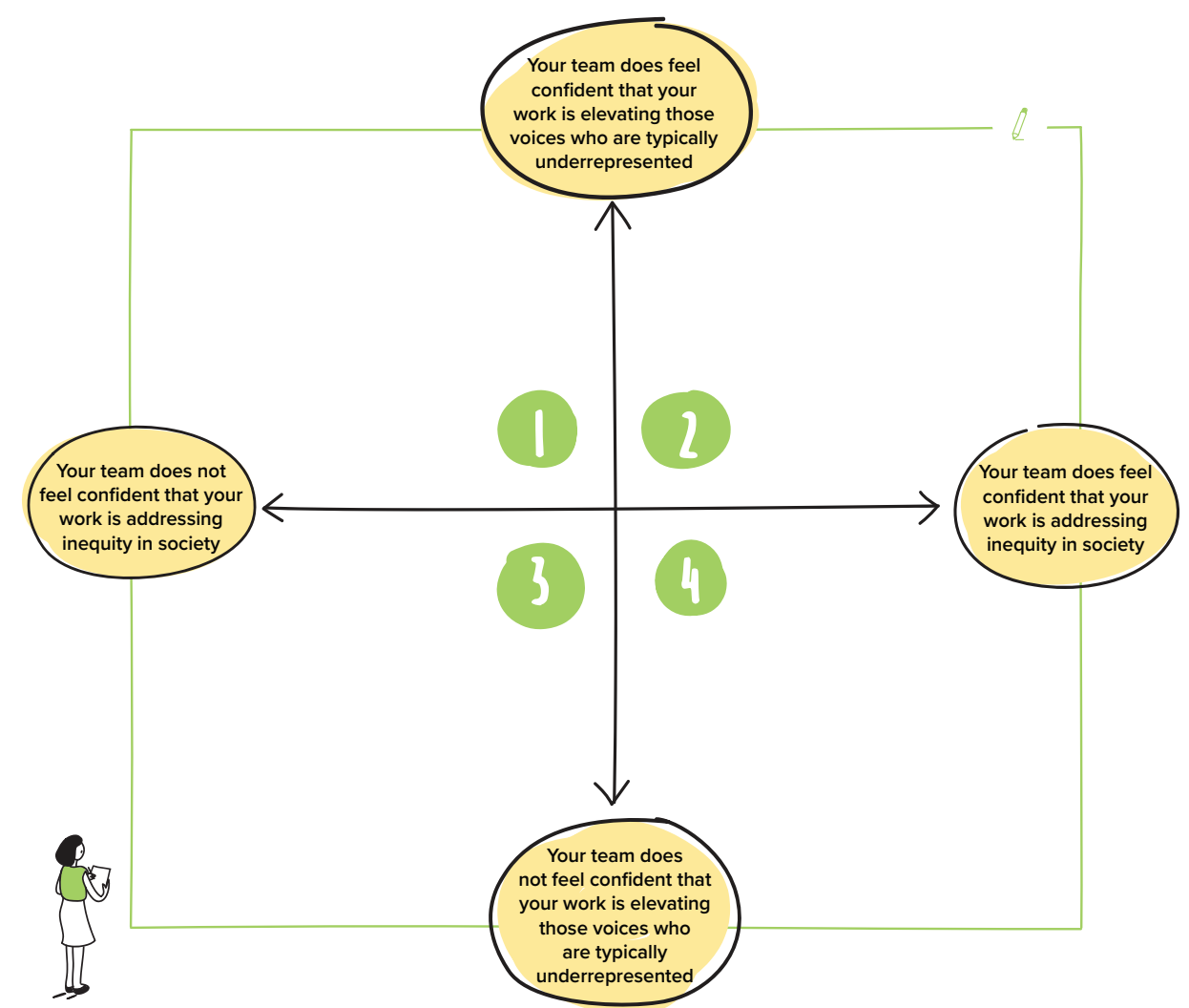
1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Work together as a team to identify relevant research that supports the problem you identified

EQUITY OBJECTIVES



CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

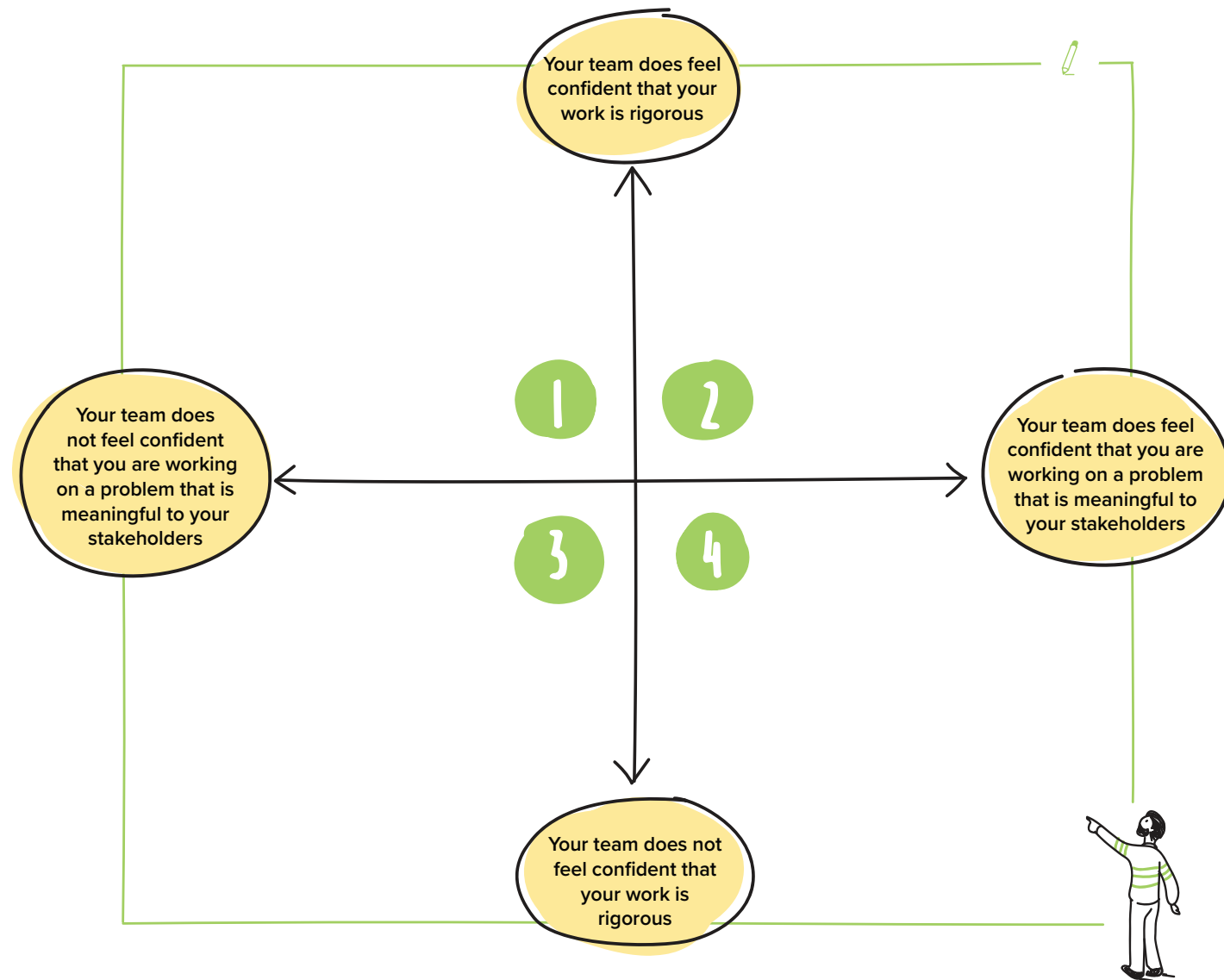
1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Engage with your stakeholders to learn their point of view

EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is creating a more equitable society for all groups.

PROJECT LAUNCH: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Have you identified your targeted stakeholder?

What is your Human-Centred Design Project Statement?

What do you absolutely know to be true?

What is your design team's WHY for the project?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how your team is working together by answering the question below. Then share your reflections as a team.

What is the most important insight you gained during this phase of the design project?

About which part of this phase of the design project makes you feel least confident?
What is your team going to do to improve your confidence about this phase?

What is your team going to do to improve an area with which you are struggling?

What was the most difficult part to collaborate on for your team? Why?

How can you improve how your team works together in the next phase?

PROJECT LAUNCH: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
BUILD INTERNAL BUY-IN	The team has not successfully built internal buy-in. Those overseeing the project are not aligned on the parameters of the project.	The team has somewhat successfully built internal buy-in. Those overseeing the project are somewhat aligned on the parameters of the project but the design team is unsure of the expectations.	The team has successfully built internal buy-in. Those overseeing the project are well-aligned on the parameters of the project and the design team is clear on the expectations.
BUILD EXTERNAL BUY-IN	The team has not successfully built external buy-in. Those in the community are not aligned on the parameters of the project and are not supportive.	The team has somewhat successfully built external buy-in. Those in the community are somewhat aligned on the parameters of the project but the design team is unsure of the expectations of the community.	The team has successfully built external buy-in. Those in the community are well-aligned on the parameters of the project and are supportive. The design team is clear on the expectations.
ENGAGE COMMUNITY MEMBERS AS CO-DESIGNERS	The team has not engaged any members of the community as co-designers and they have not selected a community engagement strategy.	The team has engaged some members of the community as co-designers and they have selected a community engagement strategy.	The team has engaged multiple members of the community as co-designers and they have selected a community engagement strategy.
PROJECT STATUS			
ALIGNMENT AROUND PROJECT GOALS	The team cannot agree on the goals of the project or the project statement.	The team can agree on some of the goals of the project and have a draft of the project statement.	The team can agree on the goals of the project and have a strong project statement.
CONNECTION TO IMPROVING INEQUITIES	The team cannot agree on how the problem is connected to the goal of improving community outcomes.	The team has some disagreements on how the problem is connected to the goal of improving community outcomes but feels comfortable moving forward.	The team is strongly aligned on how the problem is connected to the goal of improving community outcomes.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work and the mindsets of Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
WORK TOGETHER TO UNDERSTAND THE CONTEXT	The team is not working together to understand the context; they are continuing to refer to assumptions they have about the problem.	The team is struggling to work together to understand the context; they are using some secondary research but are mostly relying on assumptions they have about the situation.	The team has worked together to conduct thorough secondary research; they can speak knowledgeably about the context of the problem they are working to solve.
LOOK CLOSELY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is struggling to look closely to understand the problem; they have not conducted in-depth secondary research.	The team has worked to look closely at the problem but their understanding is still superficial.	The team has worked hard to look closely at the problem; they have conducted thorough secondary research; they can speak knowledgeably about the context of the problem they are working to solve.
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not optimistic about solving the problem in new ways; there is a lack of positive energy on the team.	The team is struggling to stay optimistic about solving the problem in new ways; positive energy on the team comes and goes.	The team is working hard to help each other stay optimistic about solving the problem in new ways; there is a lot of positive energy on the team.
HOLD BACK ON SOLVING THE PROBLEM DURING THIS PHASE	The team already has a solution in mind based on their assumptions about the problem and the stakeholders they are serving.	The team is struggling to hold back on solving the problem and are working to remind each other.	The team is actively holding back on coming up with solutions; when they do have an idea they write it down and put it aside for later.

Now, look at your responses as a team for both of the assessments and see if there are any changes you want to make about how your are working together as a team. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

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 to access a slide deck template for the Project Launch Phase.

#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 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 to access a PDF of the Design Work Journal.

#2

PROJECT LAUNCH MURAL TEMPLATE

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



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

#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 to access a template in Mural, an online collaborative platform.

02 UNDERSTAND



PHASE REVIEW, REFLECTION AND EVALUTATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

UNDERSTAND

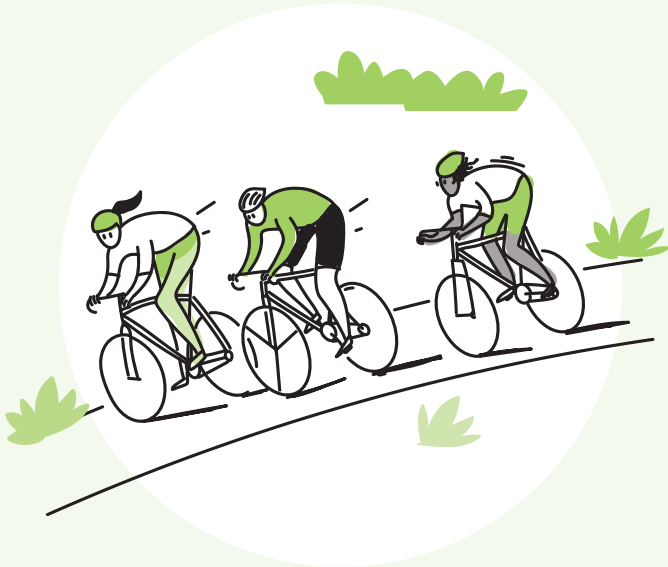
Use the tools and resources in this guidebook to accomplish the goals below. Once your design team has achieved these objectives, you will be in a strong position to advance to the next phase in your design process. Use the reflection tools in the **Design Work Journal** to evaluate whether your design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



Get smart about the context, the stakeholders and the problem



Gather and review research that is relevant to the project



Align as a team around potential problems to solve



Discuss and share previous experiences and expertise on the team



Identify the other organizations and interventions already in the space



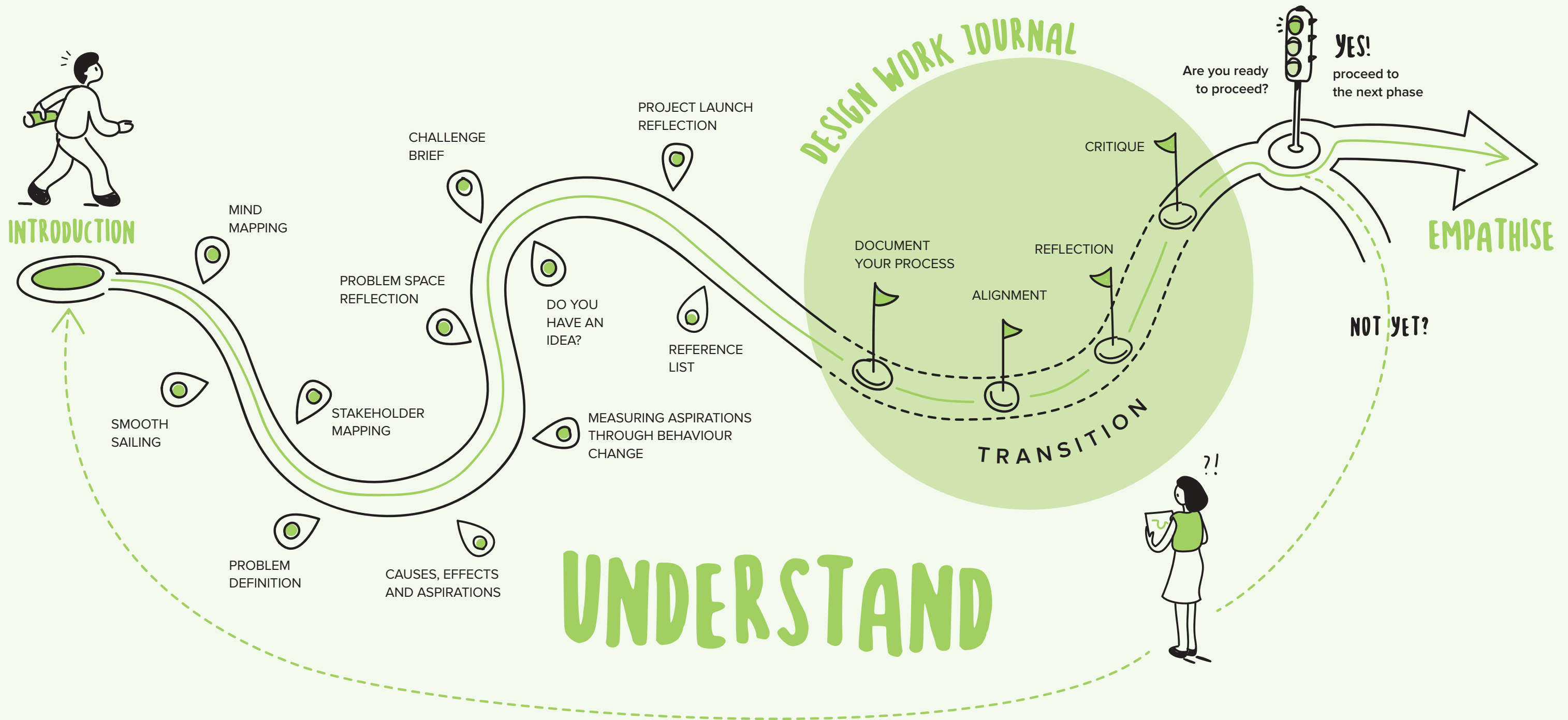
Articulate why this problem is worth solving



Surface solutions that team members have already imagined



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



OVERVIEW OF UNDERSTAND PHASE

The tools in the **Understand Phase** are designed to help your team create a shared understanding of the context around the challenge.

During this phase, your design team will - prepare for the design work you will conduct during this project by exploring the context of the challenge.

This phase of the design process will include: exploring what your team knows about the issue through a mind mapping exercise as well as gathering, analysing and presenting contextual information and secondary research.

OBJECTIVES OF UNDERSTAND PHASE

The goal of this phase is to get your design team aligned around the context of the problem as well as the framing of a problem. This ensures that the design work you conduct in the next phases is well-defined and connected to the larger challenges facing your community. The tools will support you to use many different types of resources to help you frame the problem you are working to solve.

At the end of this phase, all team members should be clear and aligned on a common problem you are working to solve and should have a shared understanding of the context of the problem.

MINDSETS OF UNDERSTAND PHASE

- Work together to understand the context
- Look carefully to understand potential problems and opportunities
- Stay optimistic that you can solve the problem
- Hold back on solving the problem until your team has learned from stakeholders

Scan the QR codes on page 50 for the following resources:

- Understand **Mural Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

UNDERSTAND: DOCUMENT YOUR PROCESS



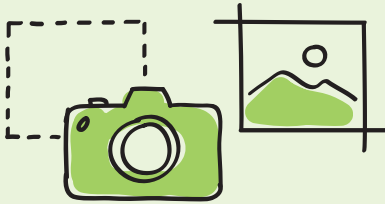
WHAT DID YOU LEARN?

What are the **six most important things** your team learned from the **Understand** phase?

Why is **exploring the context of the problem** an important step for your team? How does exploring the problem in this way connect to your design progress and the goal of **improving the outcomes for your stakeholders**?

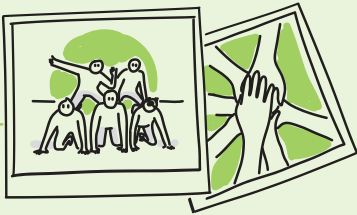
CAPTURE EVIDENCE OF YOUR WORK

Capture evidence of your work. Drop pictures & screenshots of your work from this phase either here or on a digital platform.

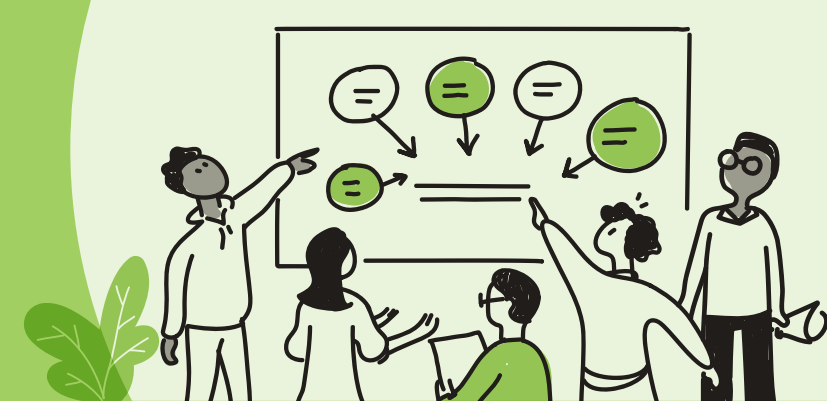


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



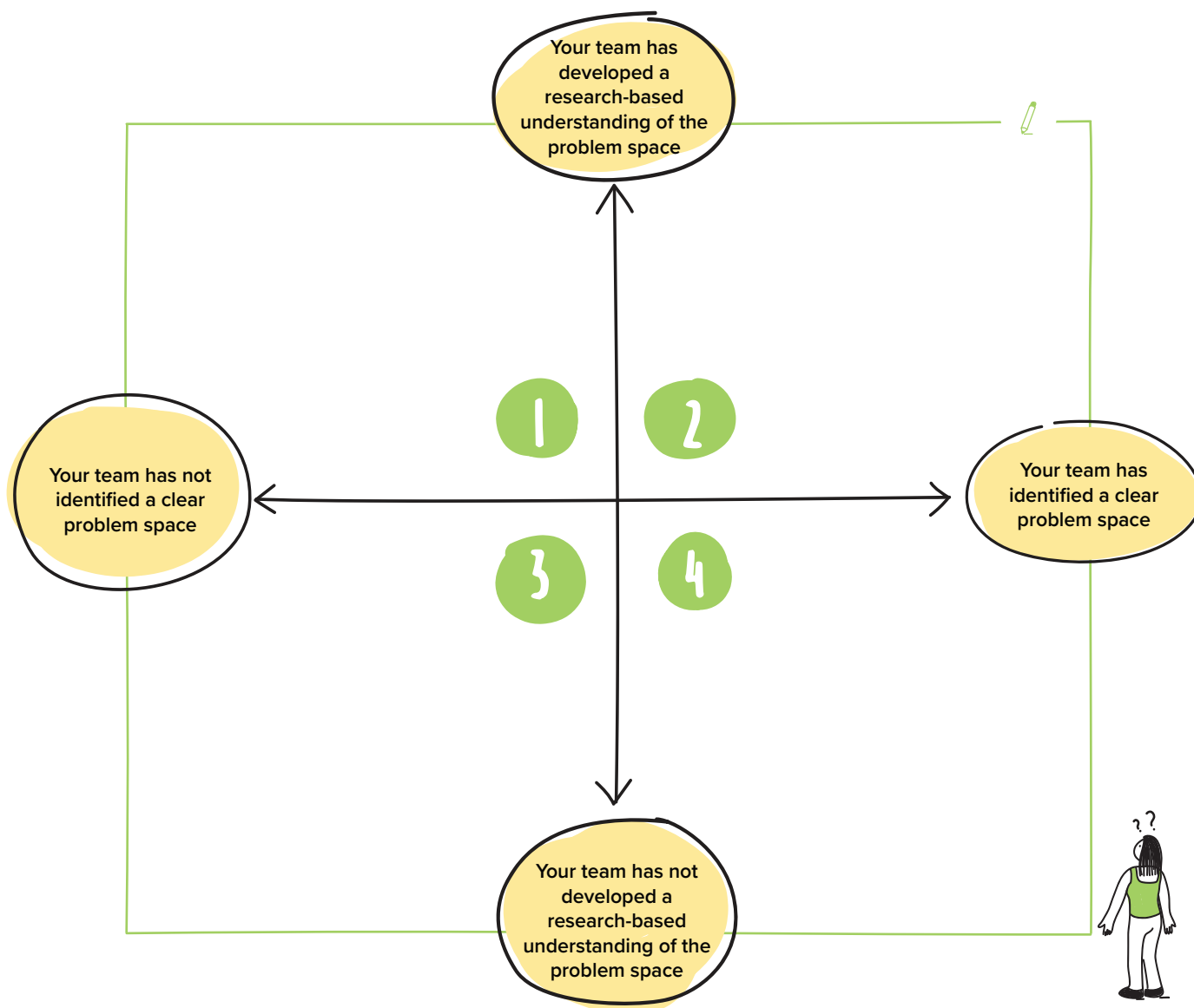
UNDERSTAND: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



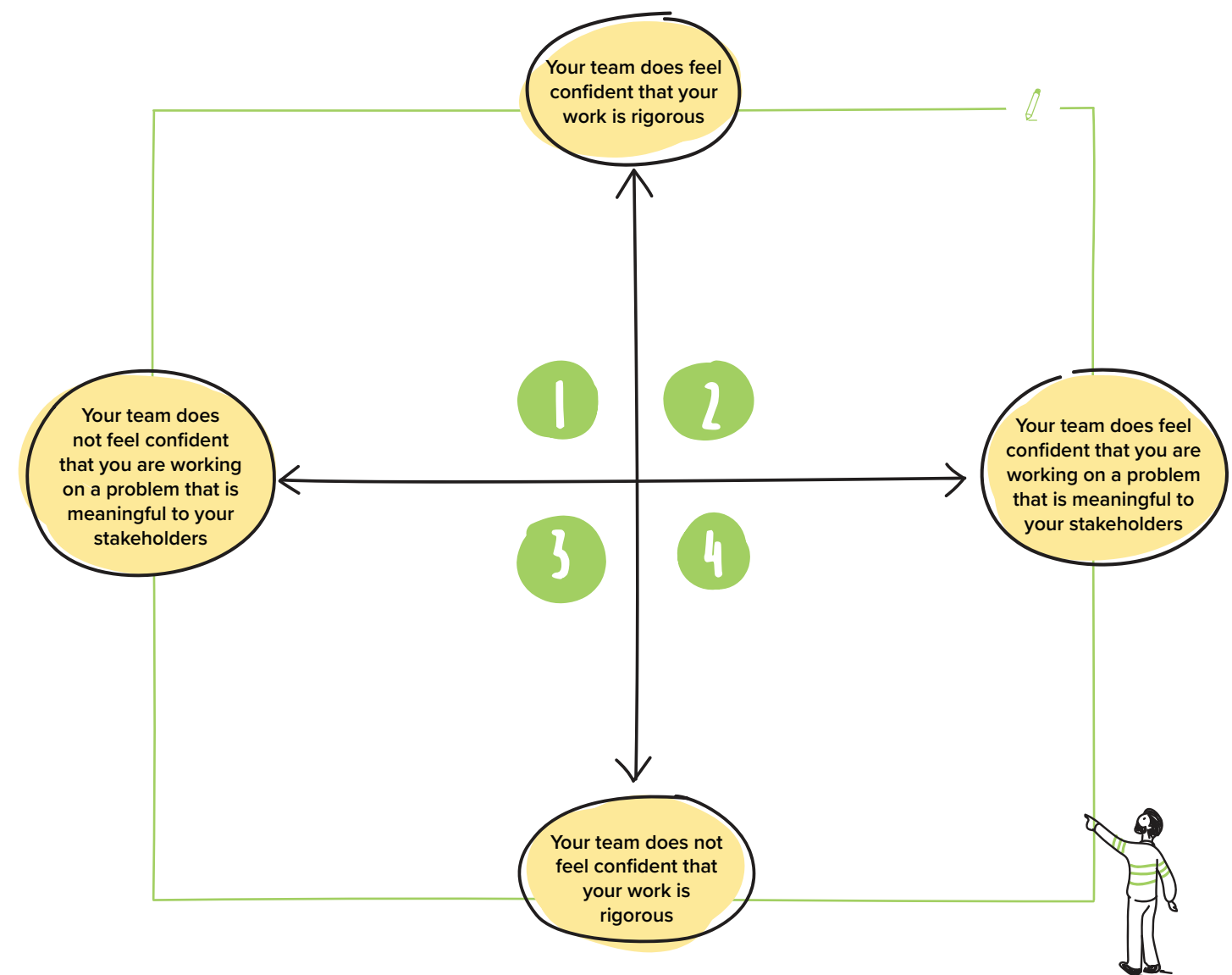
Whichever quadrant your team falls into, below are suggested next steps...

1. Work as a team to identify a clear problem facing your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as identify a clear problem facing your stakeholders
4. Further research the structural inequities of your stakeholders

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

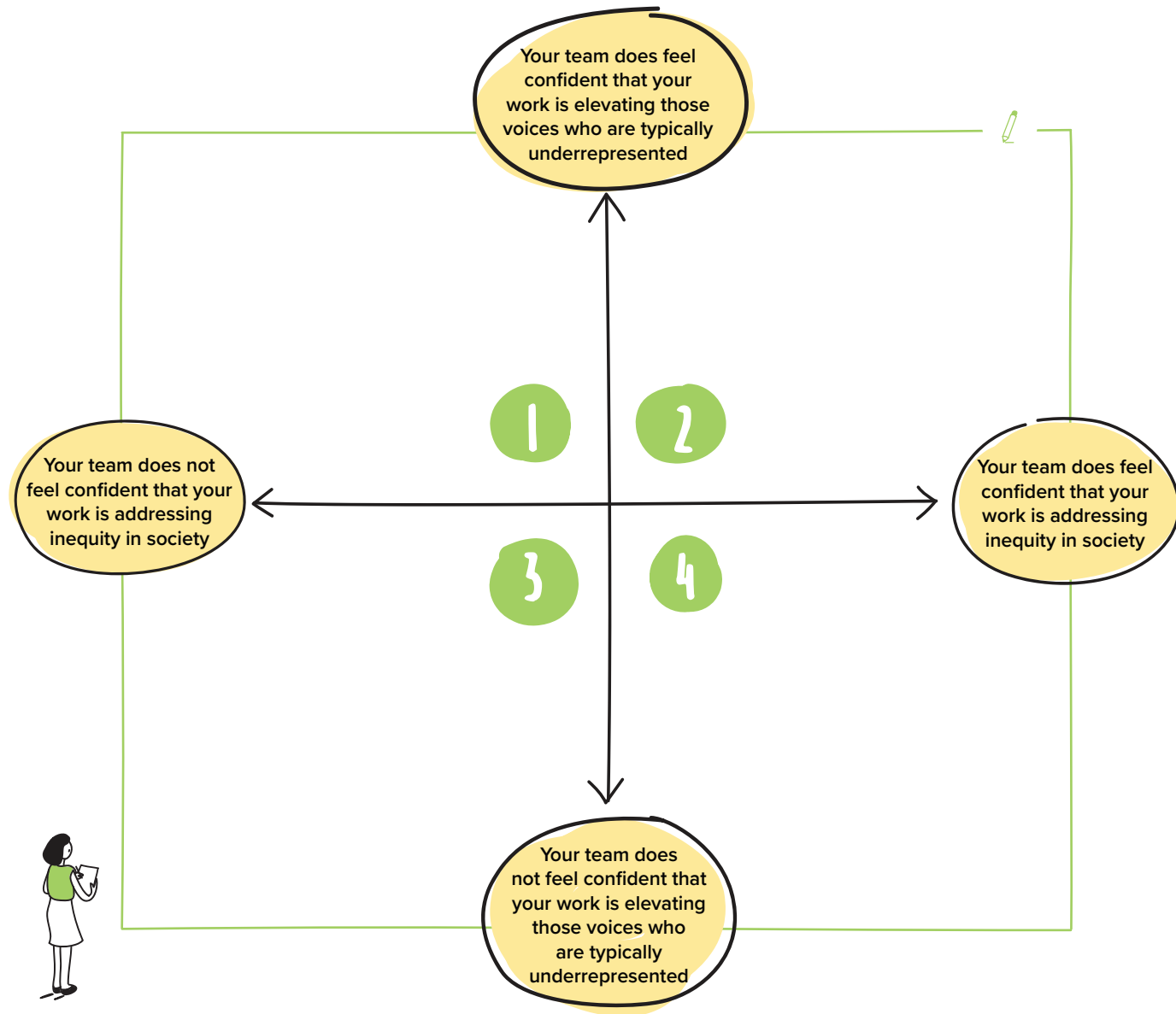
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure that you have completed all the necessary work of this design phase



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view, especially those from underrepresented groups
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is creating a more equitable society for all groups.

UNDERSTAND: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Have you identified your targeted stakeholder?

What are some important contextual statistics or other data that are critical to understand?

What are some of the challenges facing the stakeholders you are working to serve?

What positive changes are you hoping to make for the stakeholders most impacted by the problem?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how your team is working together by answering the question below. Then share your reflections as a team.

What is the most important insight you gained during this phase of the design project?

About which part of this phase of the design project makes you feel least confident?
What is your team going to do to improve your confidence about this phase?

What is your team going to do to improve an area with which you are struggling?

What was the most difficult part to collaborate on for your team? Why?

How can you improve how your team works together in the next phase?

UNDERSTAND: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
GATHER AND REVIEW RESEARCH THAT IS RELEVANT TO THE PROJECT	The team has not gathered or reviewed research that is relevant to the project.	The team has gathered and reviewed some research that is relevant to the project.	The team has gathered and reviewed research that is relevant to the project. The research has enhanced their understanding of the context.
ALIGN AS A TEAM AROUND POTENTIAL PROBLEMS TO SOLVE	The team has not aligned around potential problems to solve. There is still disagreement about what challenges are facing the stakeholders.	The team has aligned somewhat around potential problems to solve. There is still some disagreement about what challenges are facing the stakeholders.	The team has aligned around potential problems to solve. The team has clarity about what challenges are facing the stakeholders.
ARTICULATE WHY THIS PROBLEM IS WORTH SOLVING	The team cannot articulate why the problem is worth solving.	The team can somewhat articulate why the problem is worth solving but there is still some disagreement.	The team can articulate why the problem is worth solving.
PROJECT STATUS			
DEPTH OF UNDERSTANDING OF THE CONTEXT	The team does not have a depth of understanding about the context and would benefit from more research and guidance from experts and community members.	The team has some depth of understanding about the context but would benefit from some more research and guidance from experts and community members.	The team does have a depth of understanding about the context and is ready to move into the next phase of the design process.
CONNECTION TO IMPROVING INEQUITIES	The team cannot agree on how the problem statement is connected to the goal of improving inequities for the most marginalised.	The team has some disagreements on how the problem statement is connected to the goal of improving inequities for the most marginalised.	The team is strongly aligned on how the problem statement is connected to the goal of improving inequities for the most marginalised.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work** and the mindsets of **Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
WORK TOGETHER TO UNDERSTAND THE CONTEXT	The team is not working together to understand the context; they are continuing to refer to assumptions they have about the problem.	The team is struggling to work together to understand the context; they are using some secondary research but are mostly relying on assumptions they have about the situation.	The team has worked together to conduct thorough secondary research; they can speak knowledgeably about the context of the problem they are working to solve.
LOOK CLOSELY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is struggling to look closely to understand the problem; they have not conducted in-depth secondary research.	The team has worked to look closely at the problem but their understanding is still superficial.	The team has worked hard to look closely at the problem; they have conducted thorough secondary research; they can speak knowledgeably about the context of the problem they are working to solve.
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The teams is not optimistic about solving the problem in new and novel ways; there is a lack of positive energy on the team.	The team is struggling to stay optimistic about solving the problem in new and novel ways; positive energy on the team comes and goes.	The team is working hard to help each other stay optimistic about solving the problem in new and novel ways; there is a lot of positive energy on the team.
HOLD BACK ON SOLVING THE PROBLEM DURING THIS PHASE	The team already has a solution in mind based on their assumptions about the problem and the stakeholders they are serving.	The team is struggling to hold back on solving the problem and are working to remind each other.	The team is actively holding back on coming up with solutions; when they do have an idea they write it down and put it aside for later.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how your are working together as a team**. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

UNDERSTAND: DIGITAL TEMPLATES



UNDERSTAND: 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

CHALLENGE BRIEF TEMPLATE

Use this slide deck template to create your team's **Challenge Brief**.



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

#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 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 to access a PDF of the **Design Work Journal**.

#2

UNDERSTAND PHASE MURAL TEMPLATE

Use this MURAL template to complete your team's **Understand Phase**.



02



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

#4

DESIGN WORK JOURNAL MURAL TEMPLATE

Use this PDF 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 to access a template in **Mural**, an online collaborative platform.

03



EMPATHISE



PHASE REVIEW, REFLECTION AND EVALUATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the Design Critique criteria to evaluate your design work, make improvements and determine if your design team is ready to move on to the next phase of your project.

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: “Can you share more information about how you came to these ideas?” and “Tell me more about that...” Your team does not have to be aligned on all aspects of your design work, but you should reach a consensus that you are ready to move to the next phase.

EMPATHISE

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



Develop a research strategy based on the needs of your project



Determine responsibilities amongst members of the team and coordinate the logistics for your fieldwork



Put aside your understanding of the problem in order to empathise with the experiences and needs of the stakeholders closest to the problem



Engage stakeholders in the field, listen carefully to their stories and document your findings



Reflect on what you learned from your fieldwork in order to better understand the needs and motivations of the stakeholders closest to the problem



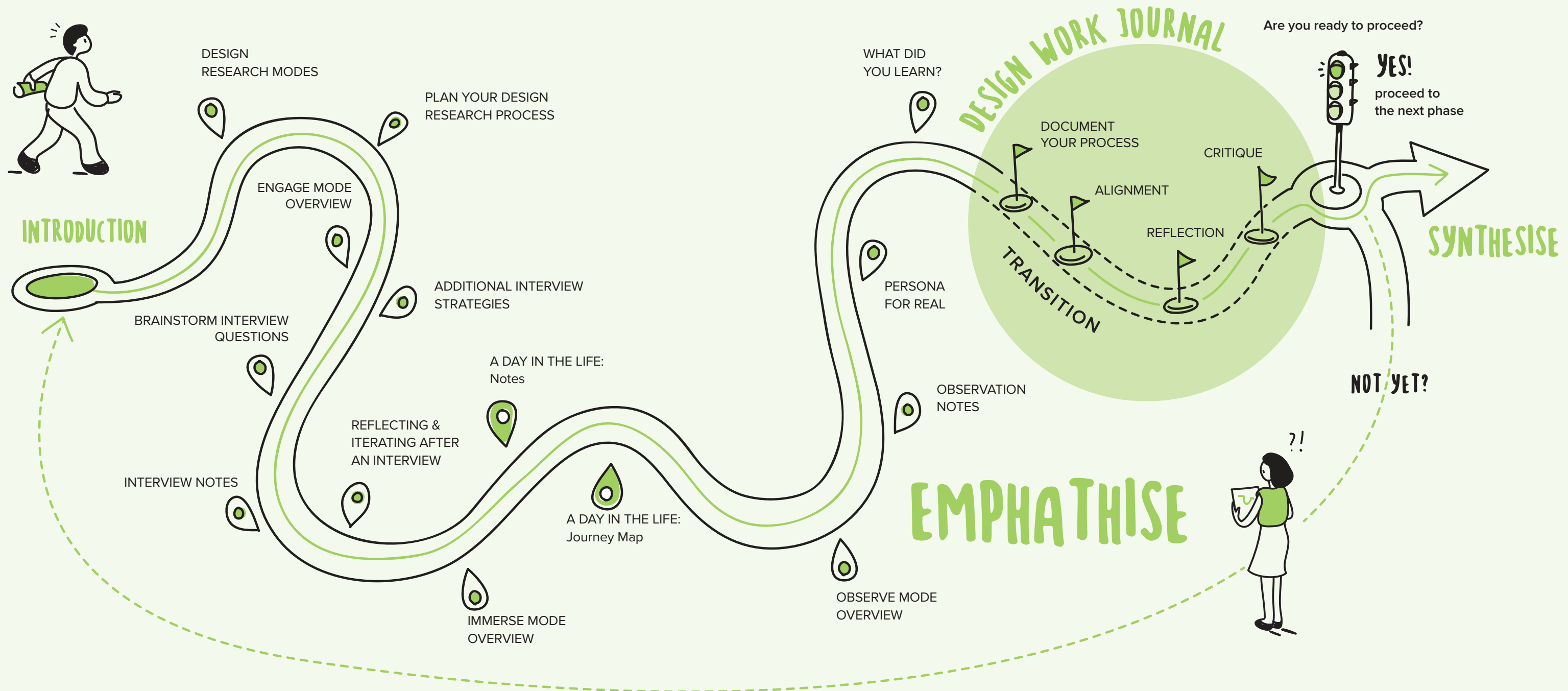
Iterate your design research strategy to adapt to emerging needs



Identify the stakeholders who provided the most insight into the problem



Begin to narrow in on the most relevant and surprising observations you gathered as a team



OVERVIEW OF EMPATHISE PHASE

Tools in the **Empathise Phase** are designed to help your team understand the experiences, emotions and motivations of others. Designers use specific design research methods to learn more about the needs of the stakeholders for whom they are designing. Preparation for this part of the process should be done as a team. This phase of the design challenge will include: preparing to interview, interview questions and additional techniques, interview reflection tools, and observation and journey mapping tools. Also included is an activity of shadowing a stakeholder. Preparation and reflection tools are provided for the shadow experience.

OBJECTIVES OF EMPATHISE PHASE

The goal of this phase is to engage with the most relevant (and most underrepresented) stakeholders related to the problem you are working to solve. This phase is focused on having dynamic conversations and gaining new perspectives through one-on-one conversations as well as immersion and observation experiences.

At the end of this phase, all team members should have engaged in at least three interviews and captured notes from those interviews. Ideally team members would also participate in some immersion and/or observation activities.

MINDSETS OF EMPATHISE PHASE

- Elevate the lived experiences of stakeholders to be as important as technical expertise
- Look carefully to understand potential problems and opportunities
- Stay optimistic that you can solve the problem
- Hold back on solving the problem until your team has learned from stakeholders
- Get inspired by people -- active listening is a source of creative inspiration
- Put aside biases and assumptions about what you think the problem is - listen to the stakeholder
- Seek new perspectives on old problems

Scan the QR codes on page 74 for the following resources:

- Empathise **Mural Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

EMPATHISE: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

What are the twelve **most important things** your team learned from the **Empathise** phase?

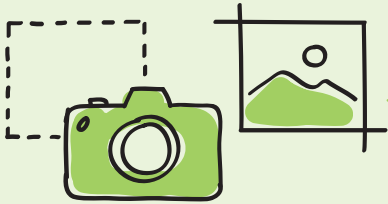
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How does what you learned from the **Empathise** phase connect to **improving the outcomes** for your stakeholders?

CAPTURE EVIDENCE OF YOUR WORK

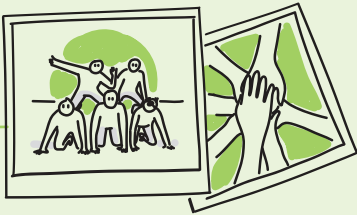


Capture evidence of your work. Drop pictures & screenshots of your work from this phase either here or on a digital platform.

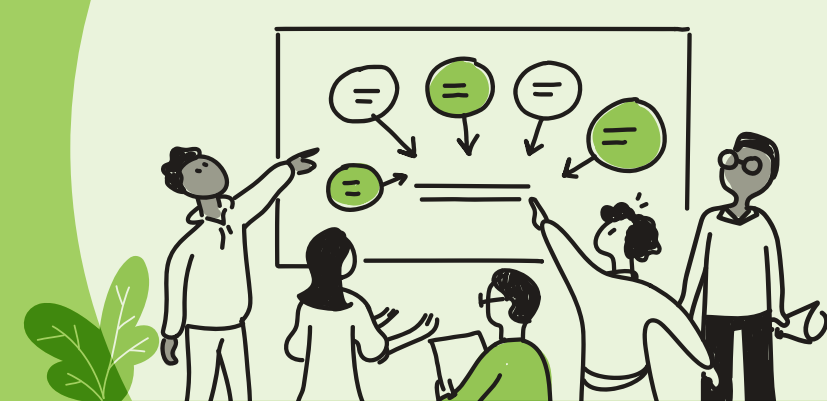


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



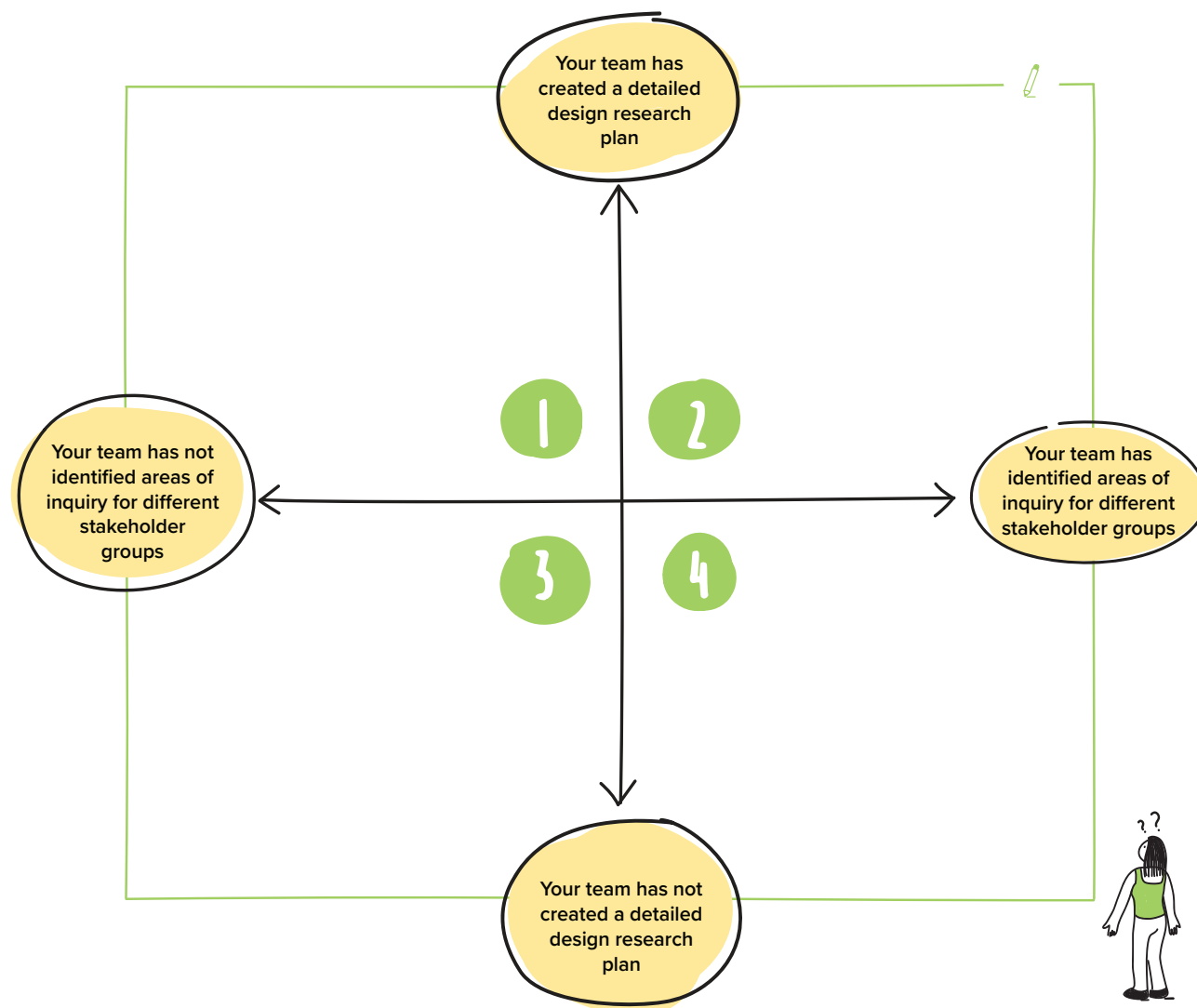
EMPATHISE: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



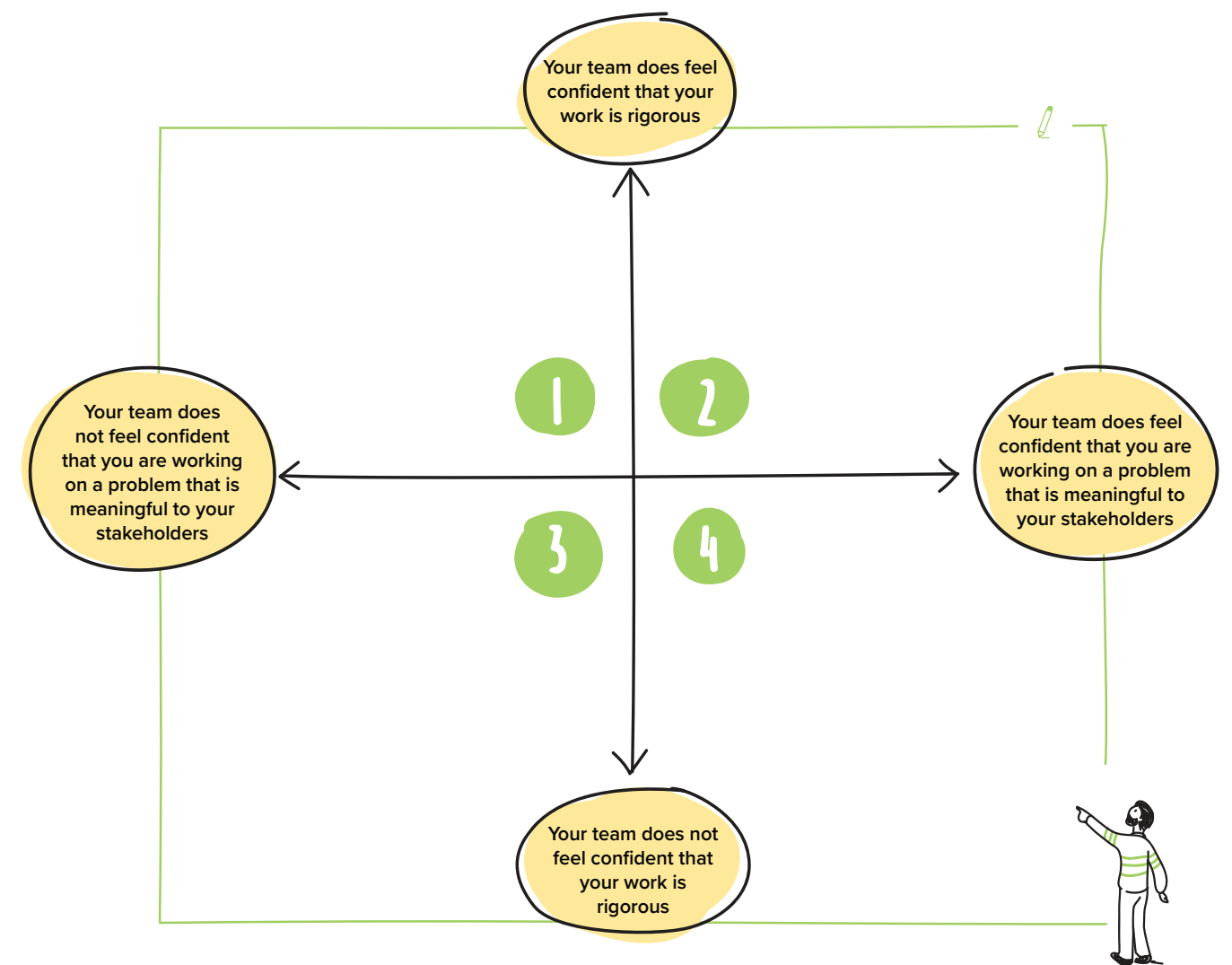
Whichever quadrant your team falls into, below are suggested next steps...

1. Work as a team to identify the stakeholders who are closest to the problem
2. Your team is ready to move on
3. Work as a team to identify the stakeholders who are closest to the problem and then make a design research plan detailing who you will interview, where you will observe, etc.
4. Work as a team to make a design research plan detailing who you will interview, where you will observe, etc.

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

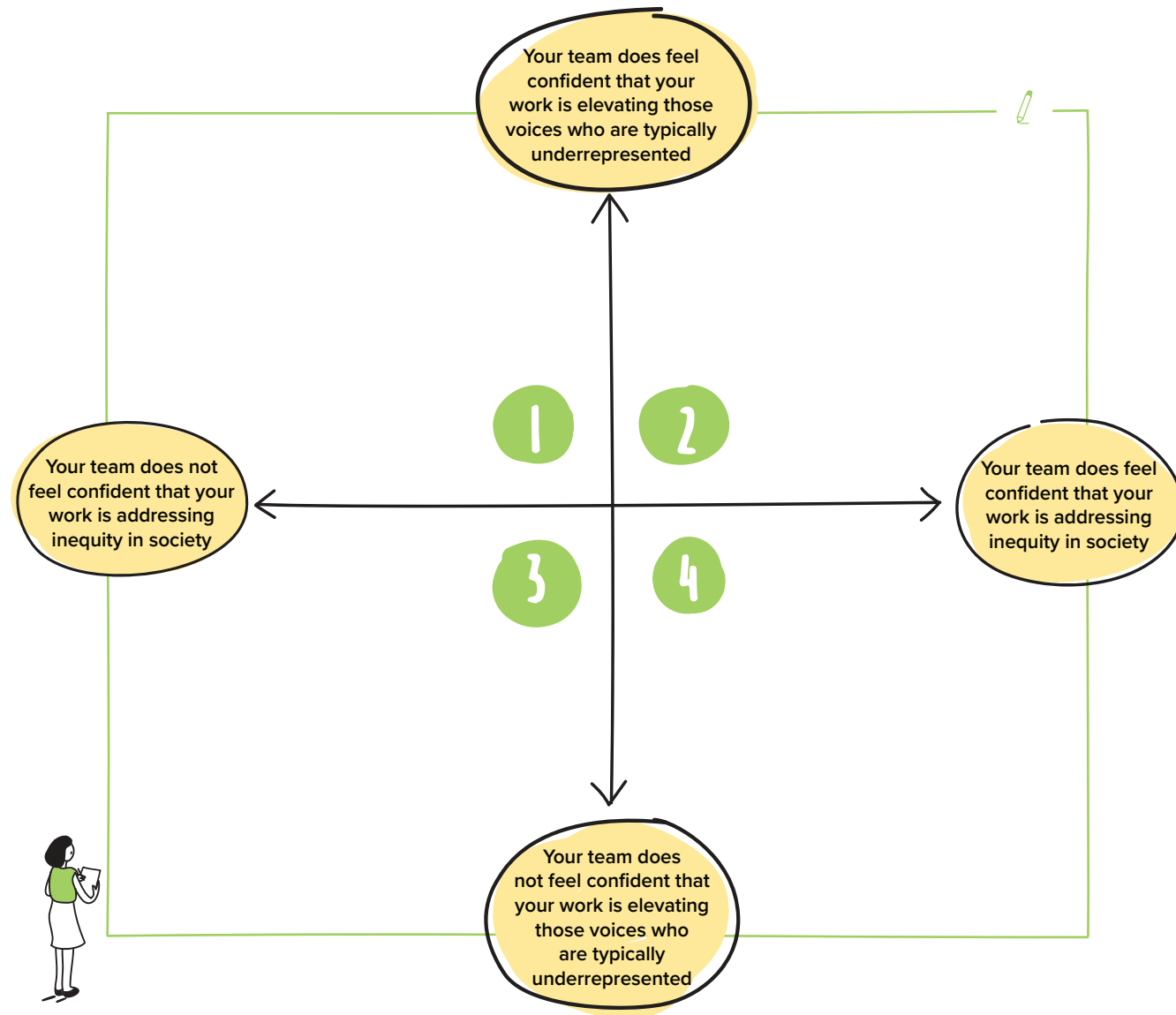
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure that you have completed all the necessary work of this design phase



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is creating a more equitable society for all groups.

EMPATHISE: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Did you learn things that surprised you?

Do you feel like you really empathised with the challenges that your stakeholders face?

Do you feel inspired about the challenge you are addressing? Why or why not?

Do you think you spoke to enough people? Why or why not?

Do you think you spoke to the right people? Why or why not?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how your team is working together by answering the questions below. Then share your reflections as a team.

What is the most important insight you gained during this phase of the design challenge?

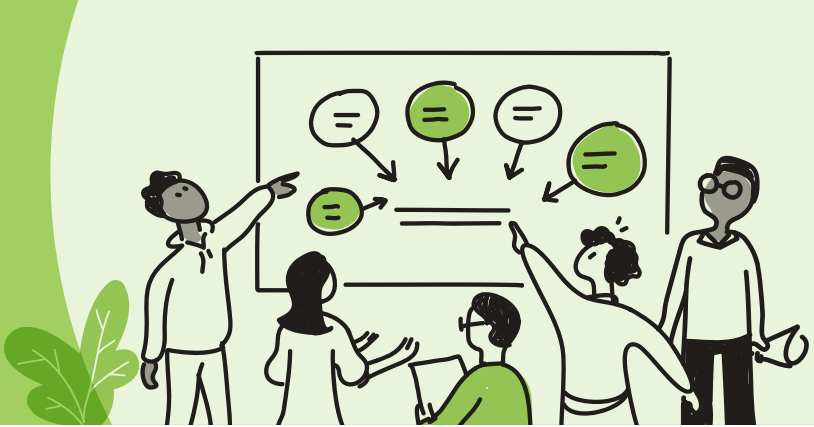
About which part of this phase of the design project do you feel most confident?

About which part of this phase of the design project do you feel least confident?
What is your team going to do to improve your confidence about this phase?

What was the most difficult part to collaborate on for your team? Why?

How can you improve how your team works together in the next phase?

EMPATHISE: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
PUT ASIDE YOUR UNDERSTANDING OF THE PROBLEM IN ORDER TO EMPATHISE WITH THE EXPERIENCES AND NEEDS OF THE STAKEHOLDERS CLOSEST TO THE PROBLEM	The team has not successfully put aside their understanding of the context in order to empathise with those closest to the problem.	The team has somewhat successfully put aside their understanding of the context in order to empathise with those closest to the problem.	The team has successfully put aside their understanding of the context in order to empathise with those closest to the problem.
ENGAGE STAKEHOLDERS IN THE FIELD, LISTEN CAREFULLY TO THEIR STORIES AND DOCUMENT YOUR FINDINGS	The team has not yet engaged stakeholders in the field.	The team has not yet engaged many stakeholders in the field. The team has not properly documented the interview they have conducted.	The team has engaged many stakeholders in the field. The team has properly documented the interview they have conducted.
REFLECT ON WHAT YOU LEARNED FROM YOUR FIELDWORK IN ORDER TO BETTER UNDERSTAND THE NEEDS AND MOTIVATIONS OF THE STAKEHOLDERS CLOSEST TO THE PROBLEM	The team has not reflected on what they heard from their fieldwork and they do not understand the needs and motivations of those closest to the problem.	The team has reflected on what they heard from their fieldwork and they understand the needs and motivations of those closest to the problem somewhat.	The team has reflected on what they heard from their fieldwork and they do understand the needs and motivations of those closest to the problem.
BEGIN TO NARROW IN ON THE MOST RELEVANT AND SURPRISING OBSERVATIONS YOU GATHERED AS A TEAM	The team has not yet narrowed in on relevant or surprising observations.	The team has somewhat narrowed in on relevant or surprising observations.	The team has narrowed in on relevant or surprising observations and themes have begun to emerge from their design research.
PROJECT STATUS			
UNDERSTANDING PERSPECTIVES OF STAKEHOLDERS	The team has not heard new perspectives on the problem from the stakeholders you interviewed, observed or shadowed.	The team has heard a few new perspectives on the problem from the stakeholders you interviewed, observed or shadowed.	The team has learned a lot and has gained rich new understanding of the stakeholders through your design research methods.
CONNECTION TO IMPROVING INEQUITIES	The team's design research methods are not connected to the goal of improving inequities for the most marginalised.	The team's design research methods are somewhat connected to the goal of improving inequities but your team feels comfortable moving forward.	The team's design research methods are clearly connected to the goal of improving inequities for the most marginalised.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work** and the mindsets of **Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
GET INSPIRED BY PEOPLE -- ACTIVE LISTENING IS A SOURCE OF CREATIVE INSPIRATION	The team is not working together to understand stakeholders; they are continuing to refer to assumptions they have about the problem.	The team is struggling to work together to understand stakeholders; they are using some primary or secondary research but are mostly relying on assumptions they have about the situation.	The team has worked together to conduct thorough design research and secondary research; they can speak knowledgeably about the context of the problem they are working to solve from the perspective of stakeholders.
PUT ASIDE BIASES AND ASSUMPTIONS ABOUT WHAT YOU THINK THE PROBLEM IS -- LISTEN TO THE STAKEHOLDER.	The team is struggling to listen to stakeholders in order to understand the problem.	The team has worked to listen to stakeholders but their understanding is still superficial.	The team has worked hard to listen to stakeholders and look closely at the problem; they can speak knowledgeably about the context of the problem they are working to solve from the perspective of stakeholders.
LOOK CAREFULLY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is not looking closely to solve the problem in new ways.	The team is working hard to look closely to solve the problem in new ways but is struggling.	The team is looking closely to solve the problem in new ways.
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not optimistic about solving the problem in new and novel ways; there is a lack of positive energy on the team.	The team is struggling to stay optimistic about solving the problem in new and novel ways; positive energy on the team comes and goes.	The team is working hard to help each other stay optimistic about solving the problem in new and novel ways; there is a lot of positive energy on the team.
HOLD BACK ON SOLVING THE PROBLEM DURING THIS PHASE	The team already has a solution in mind based on their assumptions about the problem and the stakeholders they are serving.	The team is struggling to hold back on solving the problem and are working to remind each other.	The team is actively holding back on coming up with solutions; when they do have an idea they write it down and put it aside for later

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how yoz are working together as a team**. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

EMPATHISE: DIGITAL TEMPLATES



EMPATHISE: 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

EMPATHISE PHASE SLIDE DECK TEMPLATE

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



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

#3

DESIGN WORK JOURNAL

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as 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 to access a PDF of the Design Work Journal.

#2

EMPATHIZE PHASE MURAL TEMPLATE

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



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

#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 to access a template in Mural, an online collaborative platform.

04



SYNTHESISE



PHASE REVIEW, REFLECTION AND EVALUTION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

SYNTHESISE

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



Get aligned around your qualitative data as a team by reviewing what you learned from your design research



Discuss the most relevant and surprising observations you gathered as a team



Identify patterns and themes that emerge across the qualitative data



Build new insights that help you see new opportunities to solve problems and meet stakeholders' needs



Connect your themes and insights to specific people you met during your design research



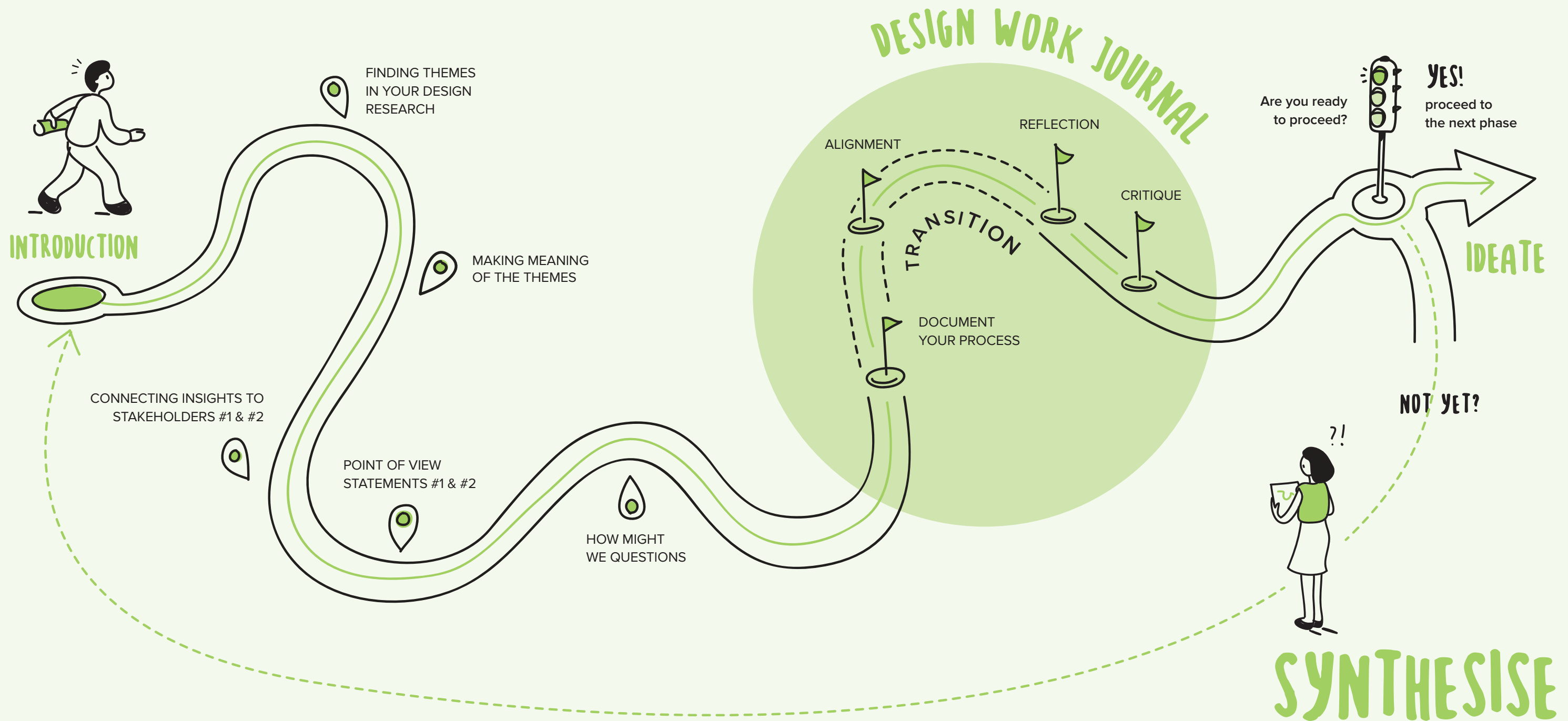
Get inspired by the details of specific peoples' lives by reviewing the stories of the individuals who are most connected to the themes emerging from your synthesis



Articulate the needs, challenges, motivations and goals of the specific people as they relates to your project



Reframe challenges and needs into opportunities to generate solutions for the stakeholders



OVERVIEW OF SYNTHESISE PHASE

The tools in the **Synthesise Phase** of the challenge are focused on developing a point of view about the needs of your stakeholders.

During this stage of the challenge, designers narrow from lots of information to a statement that is inspiring and specific.

This phase of the design challenge will include: analysing your design research activities (interviews and shadow), inferring an interesting insights to build a Point of View statements and personas, and then writing How Might We questions.

OBJECTIVES OF SYNTHESISE PHASE

The goal of this phase is to identify the needs of your stakeholders based on what you heard and saw about their experiences, motivations and emotions.

At the end of this phase, all team members should be clear on several new Point of View statements that they will use to inform their design work. The team will also generate How Might We questions that they will use to generate solutions.

MINDSETS OF SYNTHESISE PHASE

- Elevate the lived experiences of stakeholders to be as important as technical expertise
- Share power and decision-making with community members
- Look carefully to understand potential problems and opportunities
- Stay optimistic that you can solve the problem
- Hold back on solving the problem until your team has learned from stakeholders
- Put aside biases and assumptions about what you think the problem is - listen to the stakeholder
- Seek new perspectives on old problems
- See opportunities in constraints
- Get comfortable with navigating contradictory information

Scan the QR codes on page 98 for the following resources:

- Synthesise **Mural Template**
- Design Work Journal PDF**
- Design Work Journal Mural Template

SYNTHESISE: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

What is the **POV statement** your team wants to move forward?

What are the **three HMWs** that are connected to the **POV** that your team will move forward?

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2.

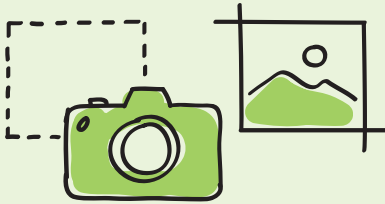
3.

How does what your team **discovered during the synthesis process** connect to **improving the outcomes** for your stakeholders?

CAPTURE EVIDENCE OF YOUR WORK

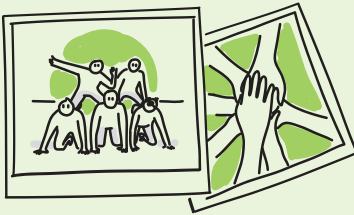


Capture evidence of your work. Drop Pictures & screenshots of your work from this phase either here or on a digital platform.

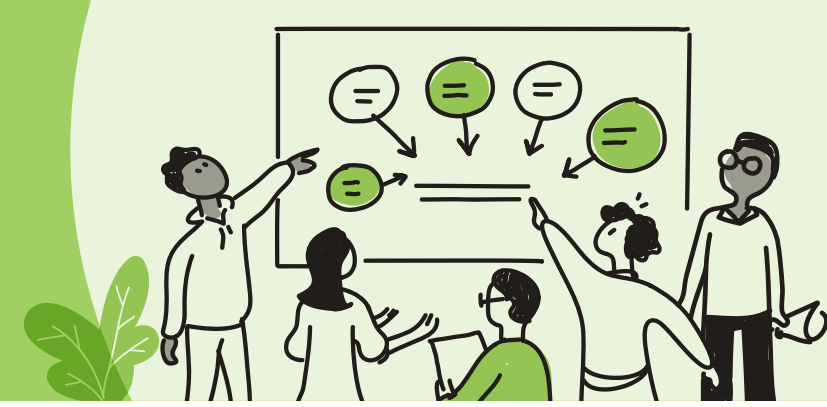


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



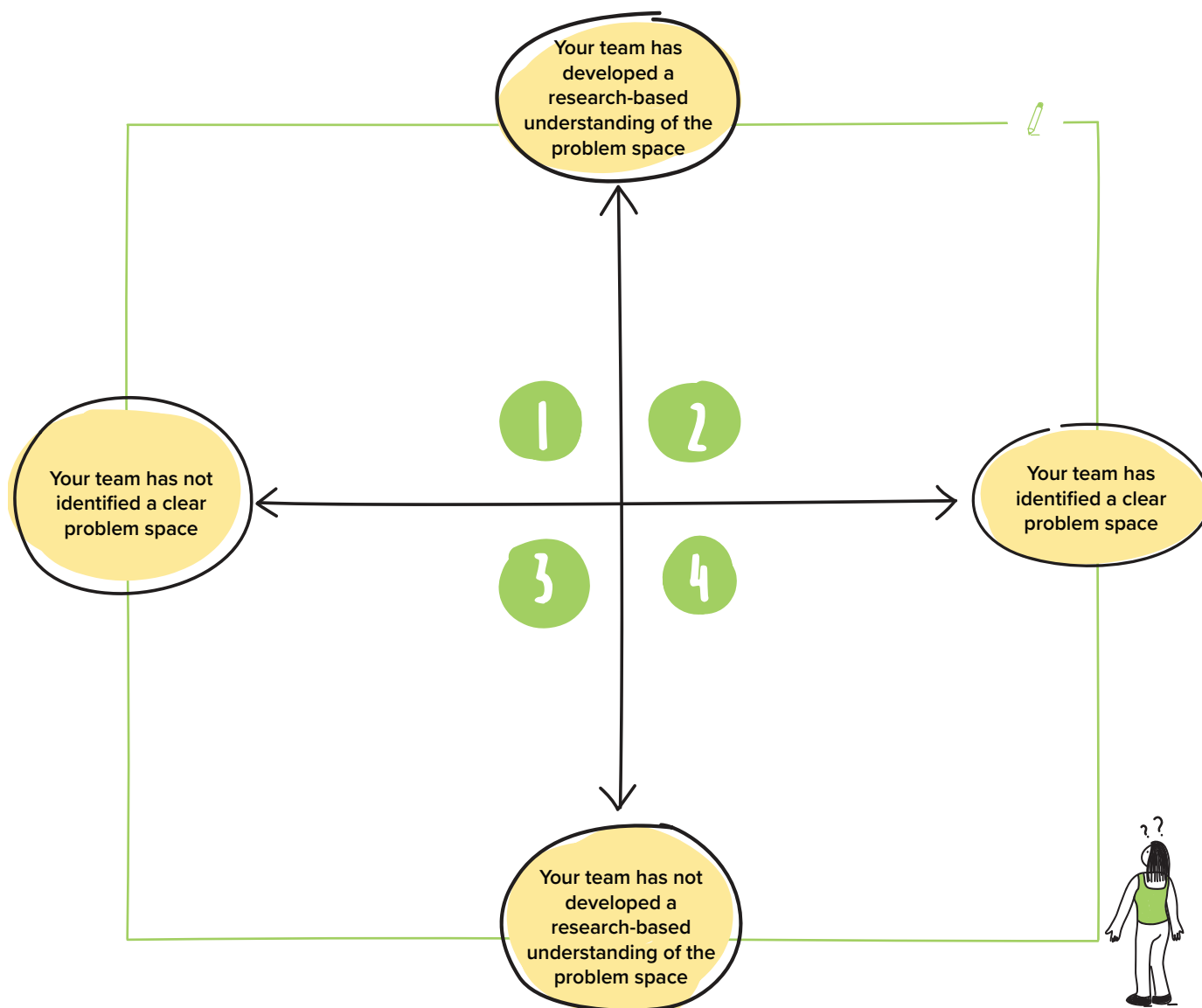
SYNTHESISE: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



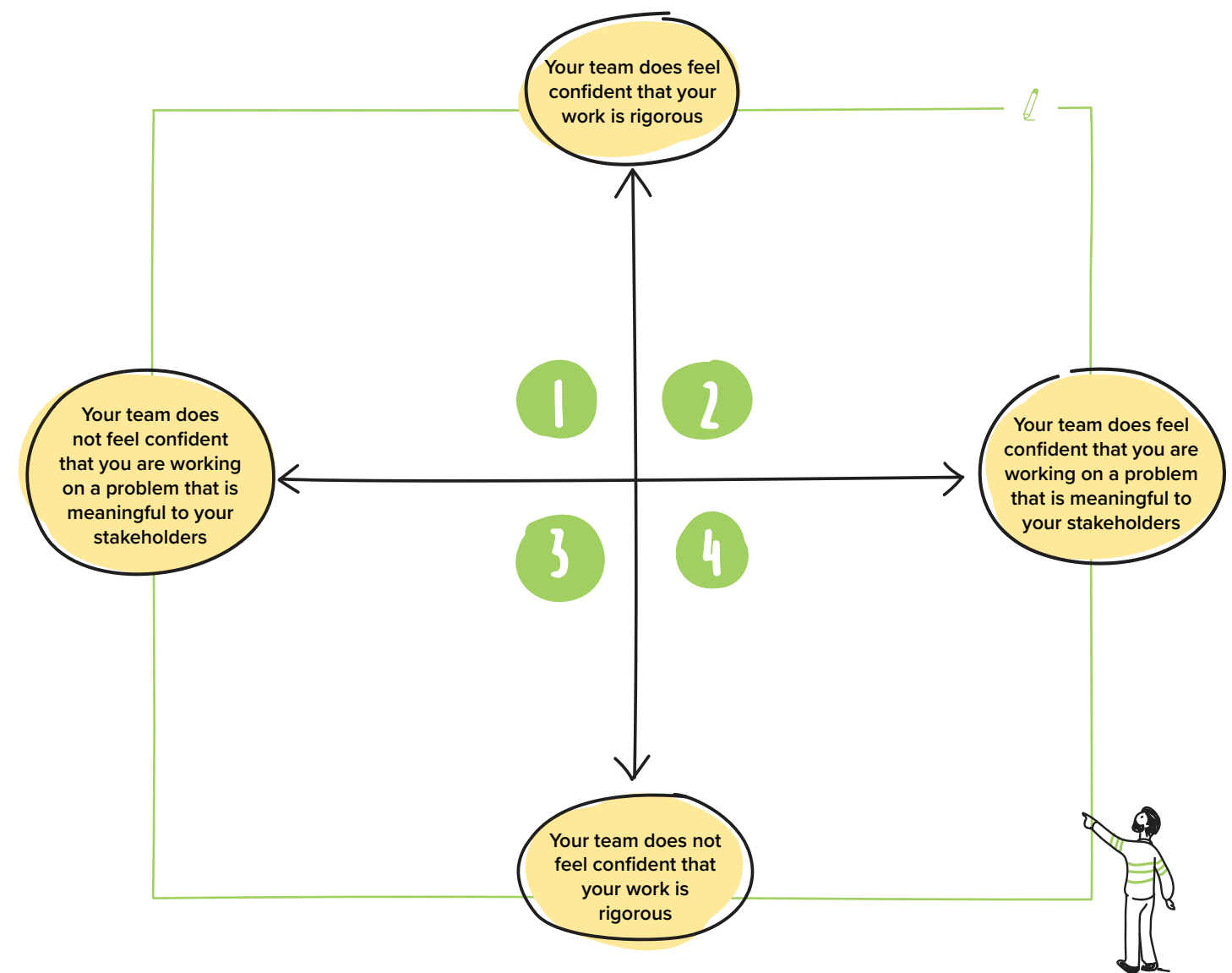
Whichever quadrant your team falls into, below are suggested next steps...

1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Work together as a team to develop a research-based understanding of the problem space.

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

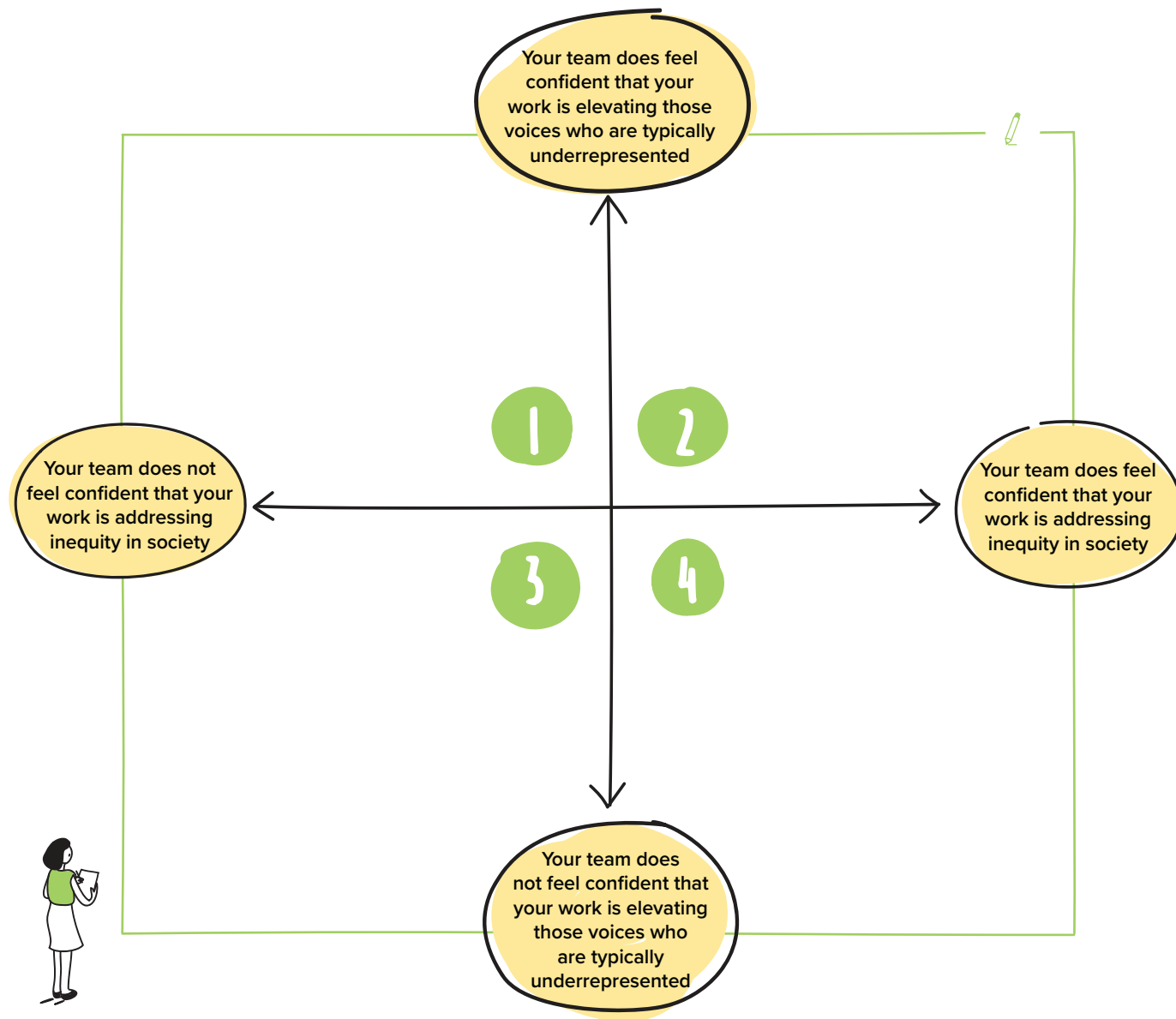
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure that you have completed all the necessary work of this design phase



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is creating a more equitable society for all groups.

SYNTHESISE: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your target stakeholder's **main goal and aspiration**?

What is your target stakeholder's **main challenge**?

What is your target user's **main motivation**? Why?

What is your most **compelling insight**?

What is your succinct **POV**?

What is the team's **favorite HMW**? Why?

What is your **second favorite HMW**? Why?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how you team is **working together** by answering the questions below. Then share your reflections as a team.

What is the **most important insight** you gained during this phase of the design challenge?

About which part of this phase of the design project makes you feel **most confident**?

About which part of this phase of the design project do you feel **least confident**?
What is your team going to do to improve your confidence about this phase?

What was the **most difficult part to collaborate on** for your team? Why?

How can you improve how your **team works together** in the **next phase**?

SYNTHESISE: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
IDENTIFY PATTERNS AND THEMES THAT EMERGE ACROSS THE QUALITATIVE DATA	The team cannot identify patterns or themes that might emerge across the qualitative data.	The team can identify some patterns or themes that have emerged across the qualitative data.	The team can identify multiple patterns or themes that have emerged across the qualitative data.
BUILD NEW INSIGHTS THAT HELP YOU SEE NEW OPPORTUNITIES TO SOLVE PROBLEMS AND MEET STAKEHOLDERS' NEEDS	The team has not built new insights or identified new opportunities to solve problems and meet stakeholders' needs.	The team has built some new insights and has identified some new opportunities to solve problems and meet stakeholders' needs.	The team has built multiple new insights and identified multiple new opportunities to solve problems and meet stakeholders' needs.
ARTICULATE THE NEEDS, CHALLENGES, MOTIVATIONS AND GOALS OF THE SPECIFIC PEOPLE AS THEY RELATE TO YOUR PROJECT	The team cannot articulate needs, challenges, motivations and goals as they relate to the design project.	The team can articulate some needs, challenges, motivations and goals as they relate to the design project but are still lacking some clarity.	The team can articulate needs, challenges, motivations and goals as they relate to the design project. The team has a lot of clarity on the needs of those closest to the problem.
REFRAME CHALLENGES AND NEEDS INTO OPPORTUNITIES TO GENERATE SOLUTIONS FOR THE STAKEHOLDERS	The team has not reframed challenges and needs into opportunities in order to generate solutions.	The team has reframed some of the challenges and needs into opportunities in order to generate solutions but there is opportunity to reframe more.	The team is strongly aligned on the most generative HMW questions.
PROJECT STATUS			
DEFINITION OF PROBLEM	The team cannot agree on how to define the problem based on insights from the stakeholder.	The team has some disagreements on how to define the problem based on insights from the stakeholder but feels comfortable moving forward.	The team is strongly aligned on how to define the problem based on insights from the stakeholder.
CONNECTION TO IMPROVING INEQUITIES	The team cannot agree on how the problem statement is connected to the goal of improving inequities for the most marginalised.	The team has some disagreements on how the problem statement is connected to the goal of improving inequities for the most marginalised.	The team is strongly aligned on how the problem statement is connected to the goal of improving inequities for the most marginalised.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work** and the mindsets of **Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
SEEK NEW PERSPECTIVES ON OLD PROBLEMS	The Team has not sought out any new perspectives on the problem they are solving.	The team has some new perspectives but is mostly looking at the problem from old or previously known perspectives.	The team discovered many new perspectives that will drive an innovate approach to solving the problem.
LOOK CAREFULLY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is struggling to put aside biases and question assumptions. They are not relying on evidence from design research to make decisions.	The team has been successful putting aside biases and questioning assumptions some of the time.	The team has named their biases and assumptions and has worked hard to gather evidence to help inform their decision-making process.
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not optimistic about solving the problem in new and novel ways; there is a lack of positive energy on the team.	The team is struggling to stay optimistic about solving the problem in new and novel ways; positive energy on the team comes and goes.	The team is working hard to help each other stay optimistic about solving the problem in new and novel ways; there is a lot of positive energy on the team.
SEE OPPORTUNITIES IN CONSTRAINTS	The team has not been able to see beyond the constraints of the situation.	The team is struggling to find opportunities in the constraints of the situation.	The team is working hard to help each other find opportunities in the constraints of the situation.
GET COMFORTABLE WITH NAVIGATING CONTRADICTIONARY INFORMATION	The team has struggled to make sense of contradictory information.	The team is struggling to make sense of contradictory information and are working to remind each other.	The team is actively working to make sense of contradictory information.
HOLD BACK ON SOLVING THE PROBLEM DURING THIS PHASE	The team already has a solution in mind based on their assumptions about the problem and the stakeholders they are serving.	The team is struggling to hold back on solving the problem and are working to remind each other.	The team is actively holding back on coming up with solutions; when they do have an idea they write it down and put it aside for later.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how your are working together as a team**. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

SYNTHESISE: DIGITAL TEMPLATES



SYNTHESISE: 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

SYNTHESISE SLIDE DECK & ICONS TEMPLATE

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



Scan this QR Code to access a slide deck template for the Synthesise Phase.

#3

DESIGN WORK JOURNAL

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as 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 to access a PDF of the Design Work Journal.

#2

SYNTHESISE PHASE MURAL TEMPLATE

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

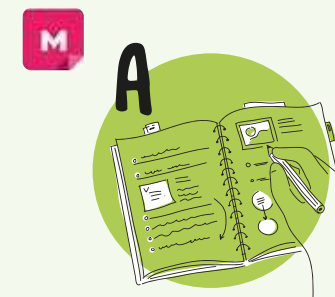


Scan this QR Code to access a template in Mural, an online collaborative platform.

#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 to access a template in Mural, an online collaborative platform.

05 IDEATE



PHASE REVIEW, REFLECTION AND EVALUTATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

IDEATE

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



Get inspired by reviewing your teams' stakeholder needs and the big ideas identified thus far



Prepare the materials your team will need to brainstorm, either in person or virtually



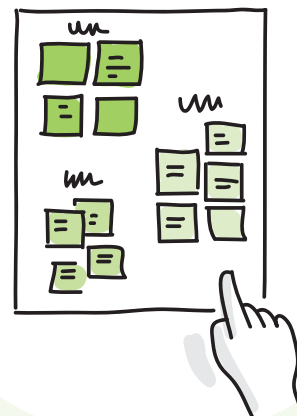
Review the Rules of Brainstorming to help ensure your team generates the most creative solutions possible



Review and select the HMW questions that your team is most excited to brainstorm



Begin the ideation process by brainstorming individually and then transition to brainstorming as a group in order to build momentum and generate lots of out of the box ideas



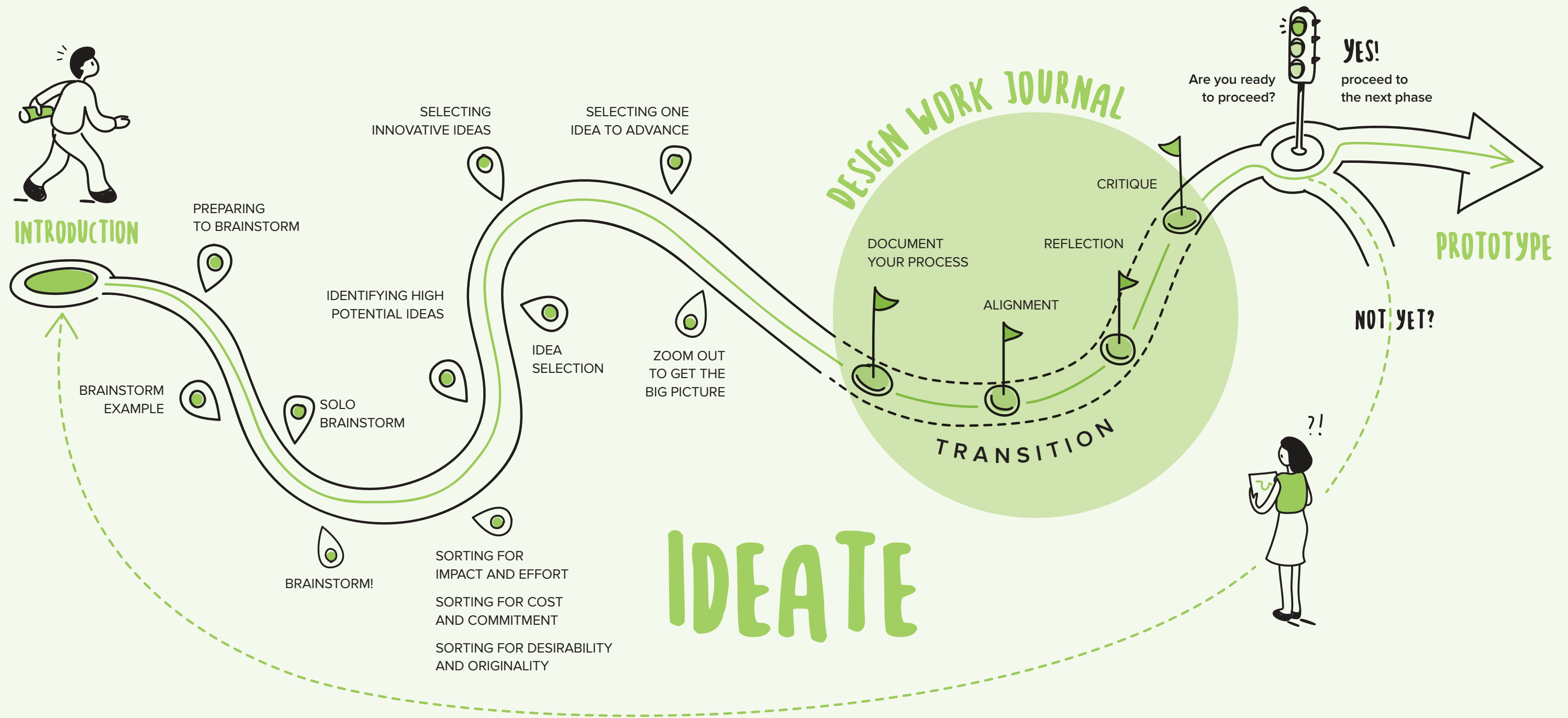
Cluster the ideas you generated into themes and then evaluate the clusters using the different criteria included in the tools



Narrow down to three of the most innovative ideas using the criteria included in the tools



Select the most promising idea based on your stakeholders' needs and begin to sketch out some of the details of the idea



OVERVIEW OF IDEATE PHASE

The tools in the **Ideate Phase** of the process are focused on generating as many solutions to a problem as possible. Once many solutions have been generated, members of your team will select one to four ideas to move forward to prototyping.

This is a collaborative process and should be completed as a team in order to maximise your team's creative energy and momentum.

OBJECTIVES OF IDEATE PHASE

The goal of this phase is to use the POV statements and HMW Questions from the last phase to generate as many relevant solutions as possible. By generating lots of solutions, your team is more likely to think outside of the box and arrive at truly innovative solutions.

From there, the team will use criteria to select ideas that have clustered into themes. At the end of this phase, all team members should be clear on one to four ideas that you are interested in prototyping.

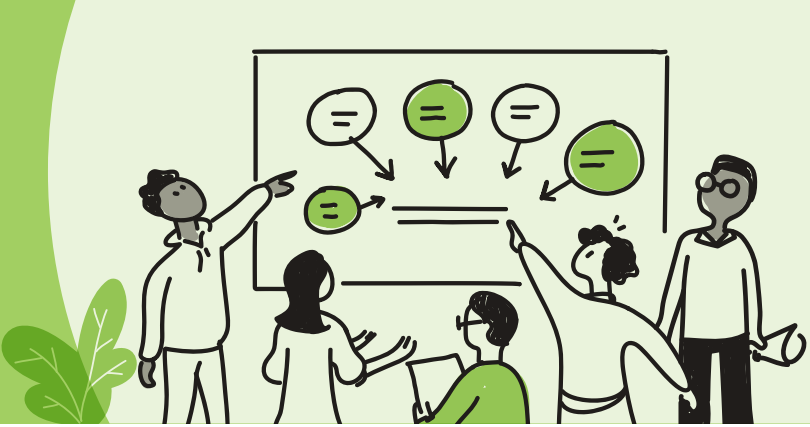
MINDSETS OF IDEATE PHASE

- Many ideas lead to good ideas
- Defer judgment and criticism of ideas
- Idea generation is not the time for evaluating ideas
- Brainstorming is a collaborative team activity
- Allow yourself to think of wild ideas
- See opportunities in constraints
- This phase is the time to solve the problem

Scan the QR codes on page 122 for the following resources:

- Ideate **Mural Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

IDEATE: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

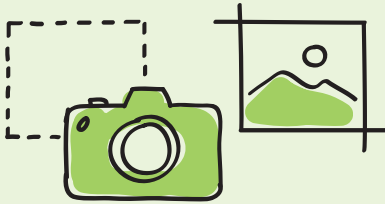
What are the **six most important things** your team needs to learn about in the next phase?

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How does what your team generated during the **Ideate phase** connect to **improving the outcomes** for your stakeholders?

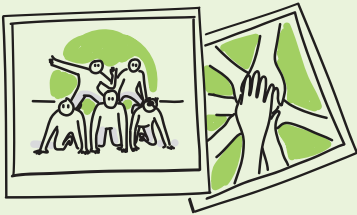
CAPTURE EVIDENCE OF YOUR WORK

Capture evidence of your work. Drop Pictures & screenshots of your work from this phase either here or on a digital platform.

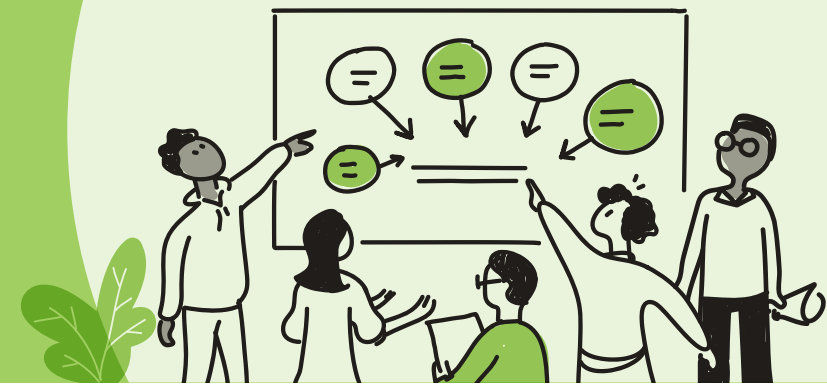


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



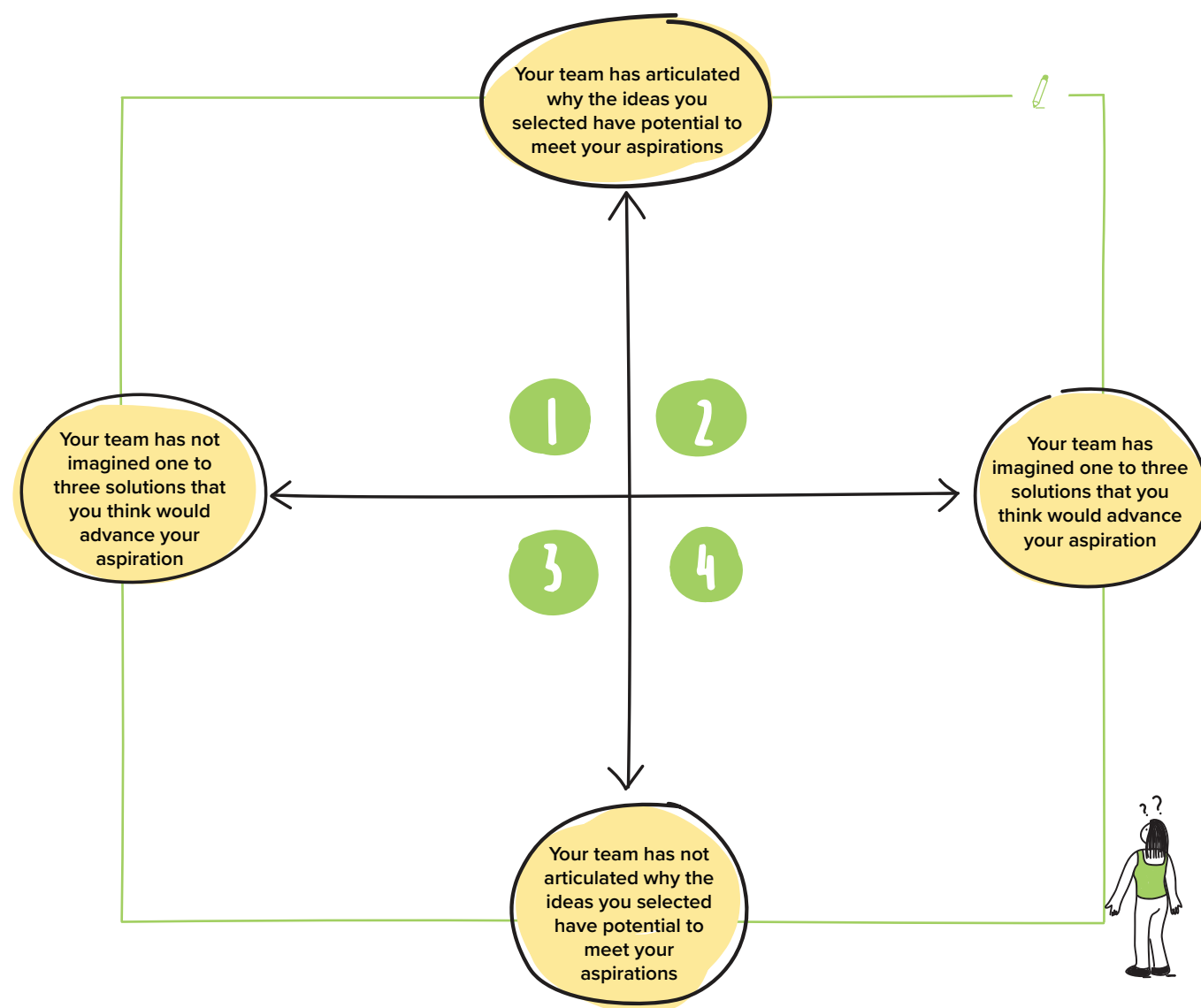
IDEATE: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the **relevant quadrant** and look at the **corresponding next steps below**.



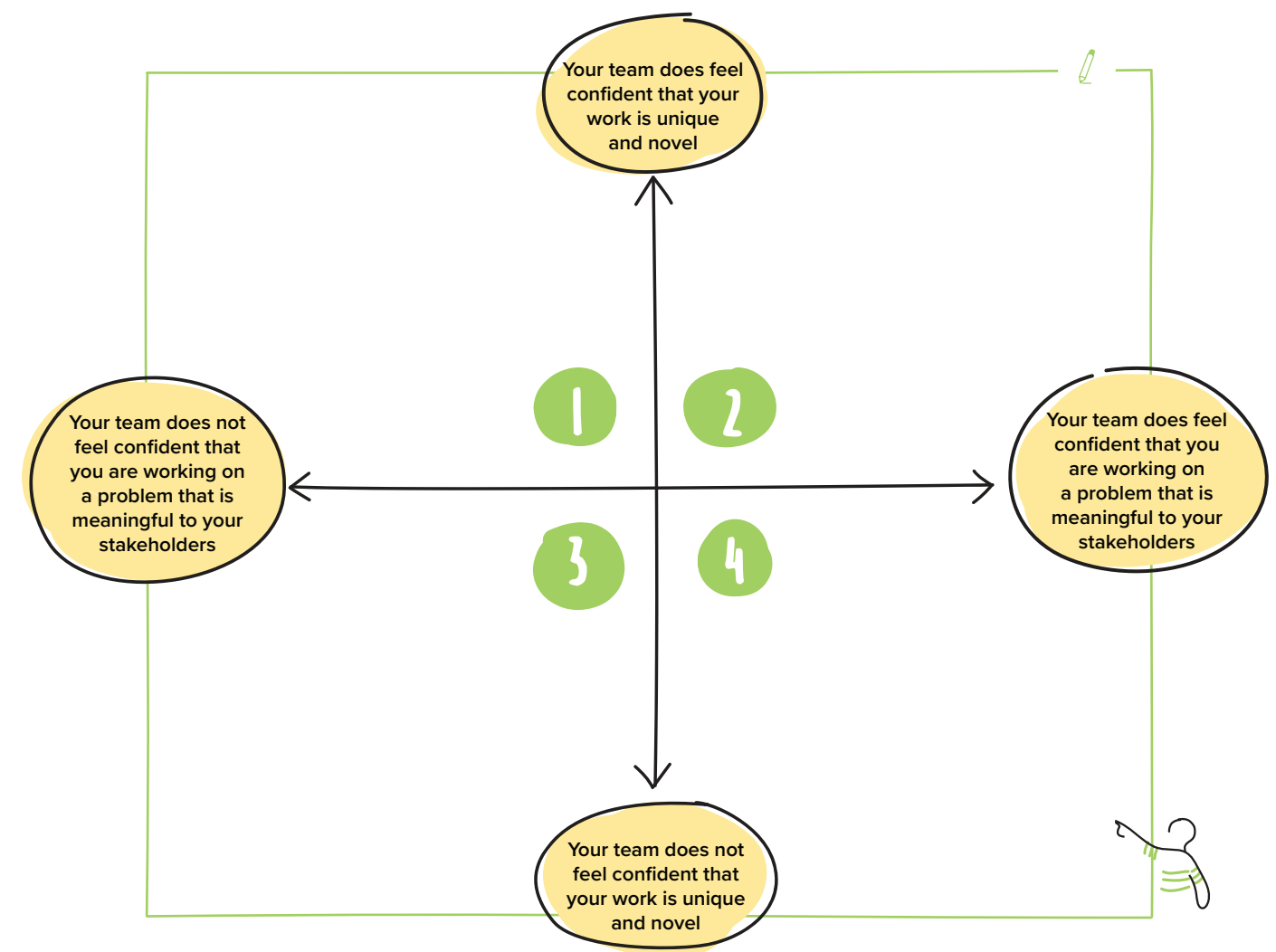
Whichever **quadrant your team falls into**, below are suggested next steps...

1. Confirm the ideas that your team has generated and **discuss the quality of the ideas**
2. Your team is **ready to move on**
3. Continue using the tools to meet the design objectives, and work together as a team to **generate ideas**
4. Work together as a team to articulate why the ideas your selected have potential to **meet your aspirations**

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress **in relation to the criteria below**. Place your team in the **relevant quadrant** and look at the **corresponding next steps below**.



Whichever **quadrant your team falls into**, below are suggested next steps...

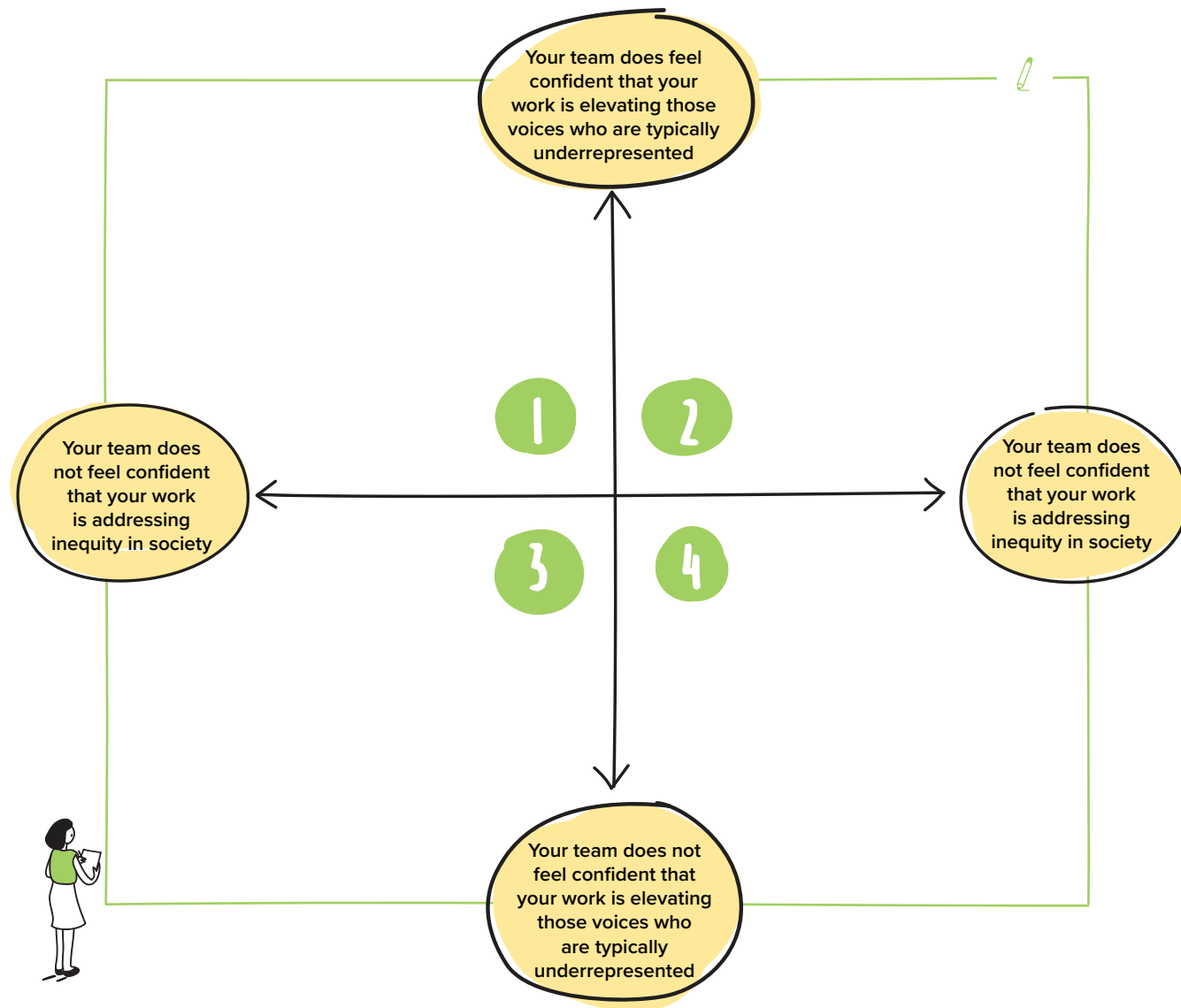
1. Engage with your stakeholders to learn their **point of view**
2. Your team is **ready to move on**
3. Once you have clarified the problem, **begin to brainstorm ideas**
4. Work together as a team to **generate a higher volume of ideas**



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is working to create a more equitable society for all groups.

IDEATE: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Do you think your HMW was effective? Why?

Do you feel confident about your ideas?

Do you think they may solve the need you identified in your POV? Why?

Did you generate enough ideas? Why or why not?

Do you think your ideas were creative? Why or why not?

Do you feel confident in the idea you chose to move forward with? Why or why not?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how you team is working together by answering the questions below. Then share your reflections as a team.

What is the most important insight you gained during this phase of the design project?

Which part of this phase of the design project makes you feel most confident?

Which part of this phase of the design project makes you feel least confident?
What is your team going to do to improve your confidence about this phase?

What was the most difficult part to collaborate on for your team? Why?

How can you improve how your team works together in the next phase?

IDEATE: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
BEGIN THE IDEATION PROCESS BY BRAINSTORMING INDIVIDUALLY AND THEN TRANSITION TO BRAINSTORMING AS A GROUP IN ORDER TO BUILD MOMENTUM AND GENERATE LOTS OF OUT OF THE BOX IDEAS	The team has not generated ideas, either individually or as a group. They have generated very few ideas and those they have generated are not out-of-the-box.	The team has generated some ideas, either individually or as a group. The ideas they have generated are not out-of-the-box.	The team has generated many ideas individually and as a team that are out of the box.
CLUSTER THE IDEAS YOU GENERATED INTO THEMES AND THEN EVALUATE THE CLUSTERS USING THE DIFFERENT CRITERIA INCLUDED IN THE TOOLS	The team has not clustered ideas into themes or evaluated them using the different criteria provided.	The team has clustered some ideas into themes and evaluated them using the different criteria provided.	The team has clustered multiple ideas into themes and evaluated them using the different criteria provided.
SELECT THE MOST PROMISING IDEA BASED ON YOUR STAKEHOLDERS' NEEDS AND BEGIN TO SKETCH OUT SOME OF THE DETAILS OF THE IDEA	The team has not selected the most promising ideas and are not aligned on which ideas to select.	The team has selected some promising ideas but they were not selected based on the needs of the stakeholders.	The team has selected the most promising ideas and they were selected based on the needs of the stakeholders.
PROJECT STATUS			
QUALITY OF IDEAS	The team did not generate solutions that meet the stakeholder's need or they did not generate solutions that are new.	The team has some disagreements about how much the ideas meet the needs of the stakeholders but feels comfortable moving forward.	The team generated solutions that both meet the needs of the stakeholders and are new.
CONNECTION TO IMPROVING OUTCOMES FOR STAKEHOLDERS	The team cannot agree on whether the solutions are connected to the goal of improving outcomes for stakeholders.	The team has some disagreements on whether the solutions are connected to the goal of improving outcomes but feels comfortable moving forward.	The team is strongly aligned about whether the solutions are connected to the goal of improving outcomes for stakeholders.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work and the mindsets of Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
MANY IDEAS LEAD TO GOOD IDEAS	The team is not generating a large volume of ideas.	The team is generating some ideas but not a large volume.	The team has generated a large number of ideas.
DEFER JUDGMENT AND CRITICISM OF IDEAS	The team is struggling to defer judgment when generating ideas.	The team is able to defer judgment some of the time but not all of the time.	The team has successfully deferred judgment, both as a group and internally
IDEA GENERATION IS NOT THE TIME FOR EVALUATING IDEAS	The team is struggling to avoid evaluating ideas as they are being generated.	The team is able to avoid evaluating ideas some of the time but not all of the time.	The team has successfully avoided evaluating ideas, both as a group and internally
BRAINSTORMING IS A COLLABORATIVE TEAM ACTIVITY	The team is struggling to work as a team to generate ideas; not all members of the team are able to contribute.	The team is working collaboratively some of the time, but not all members are able to contribute.	The team is working collaboratively as a team and all team members are actively contributing.
ALLOW YOURSELF TO THINK OF WILD IDEAS	The team is struggling to generate innovative, novel ideas.	The team is generating some innovative, novel ideas but not many.	The team has successfully generated a lot of innovative, novel ideas.
SEE OPPORTUNITIES IN CONSTRAINTS	The team is struggling to see opportunities in constraints and are focusing on why an idea won't work.	The team is able to let go of constraints some of the time but not always.	The team has successfully found opportunities in constraints.
THIS PHASE IS THE TIME TO SOLVE THE PROBLEM	The team is struggling to generate solutions to the problem they identified.	The team is generating some ideas but is struggling to keep generating solutions.	The team has generated a large volume of innovative, novel ideas.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how your are working together as a team**. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach for help**. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

IDEATE: DIGITAL TEMPLATES



IDEATE: 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

IDEATE PHASE SLIDE DECK & ICONS TEMPLATE

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



Scan this QR Code to access a slide deck template for the Project Ideate Phase.

#3

DESIGN WORK JOURNAL

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as 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 to access a PDF of the Design Work Journal.

#2

IDEATE PHASE MURAL TEMPLATE

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

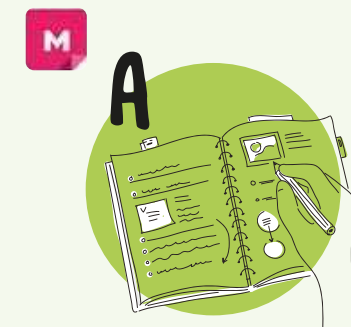


Scan this QR Code to access a template in Mural, an online collaborative platform.

#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 to access a template in Mural, an online collaborative platform.

06

PROTOTYPE



PHASE REVIEW, REFLECTION AND EVALUATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

PROTOTYPE

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



As a team, get familiar with what a prototype is and why we create them



Further develop your teams' idea by discussing the details in more depth



Identify assumptions your team is making about why this solution will meet the needs of the stakeholder



Sketch out several different prototyping strategies your team might use



Determine the best prototyping strategy for the assumptions your team needs to test



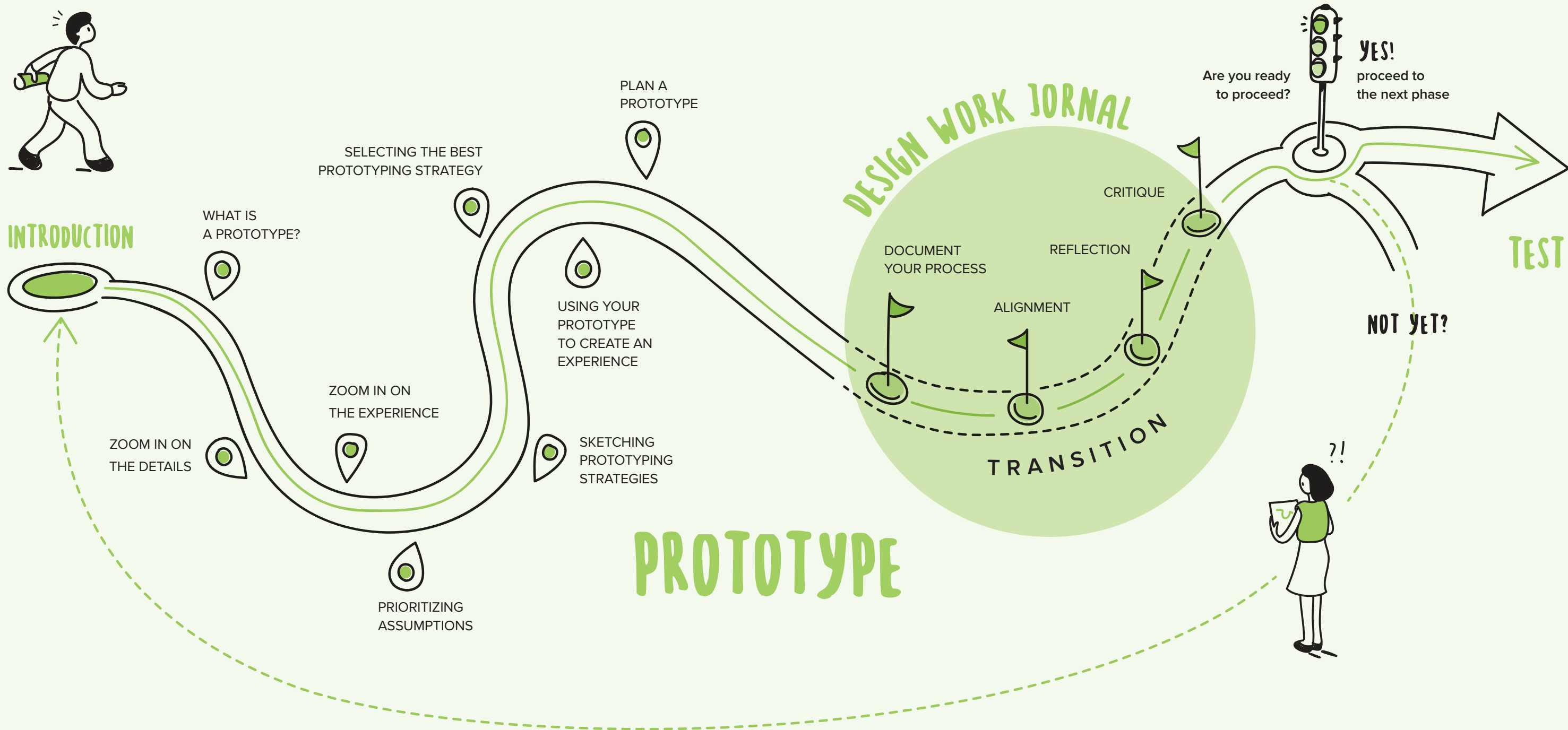
Think about how your team is going to create an experience for the person testing your prototype in order to get the most honest feedback possible



Make a plan and delegate tasks and responsibilities for testing your prototype



Build the artifacts you need in order to create an experience for the stakeholder, test your prototype and get honest feedback



OVERVIEW OF PROTOTYPE PHASE

The tools in the **Prototype Phase** are designed to help your team construct representations, models or small experiments to test the assumptions your team is making about why your solutions will create positive outcomes for your stakeholders.

These representations are intended to elicit feedback, answer specific questions about a concept and test assumptions embedded in the ideas.

OBJECTIVES OF PROTOTYPE PHASE

The goal of this phase is to get your design team aligned around what assumptions you are making about your solution so that you can design low-resolution prototypes (low time investment, low cost, small scale).

At the end of this phase, all team members should be clear on how they are going to conduct a prototype to test an assumption embedded in the team's solution.

MINDSETS OF PROTOTYPE PHASE

- Stay optimistic that you can solve the problem
- Prototype early and often in order to learn about your idea
- Start small to make big change
- Show don't tell
- Many cycles of prototyping are necessary to develop an idea

Scan the QR codes on page 146 for the following resources:

- Prototype **Mural Template**
- **Design Work Journal PDF**
- Design Work Journal Mural Template

PROTOTYPE: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

What are the **six most important** things your team needs to learn about in the next phase?

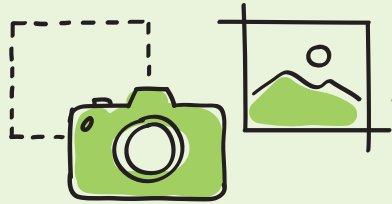
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How do you think the prototype you created in the **Prototype Phase** will test assumptions related to a solution that will **improve the outcomes for your stakeholders?**

CAPTURE EVIDENCE OF YOUR WORK



Capture evidence of your work.
Drop pictures & screenshots
of your work from this phase either
here or on a digital platform.

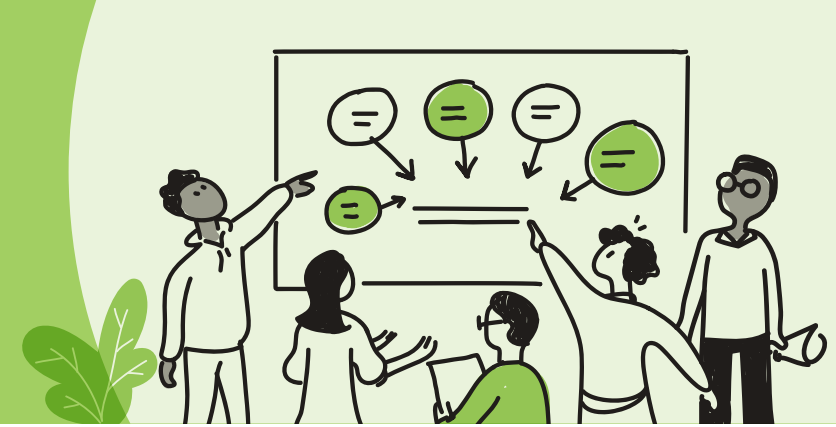


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments
as a team either here or on a digital
platform.



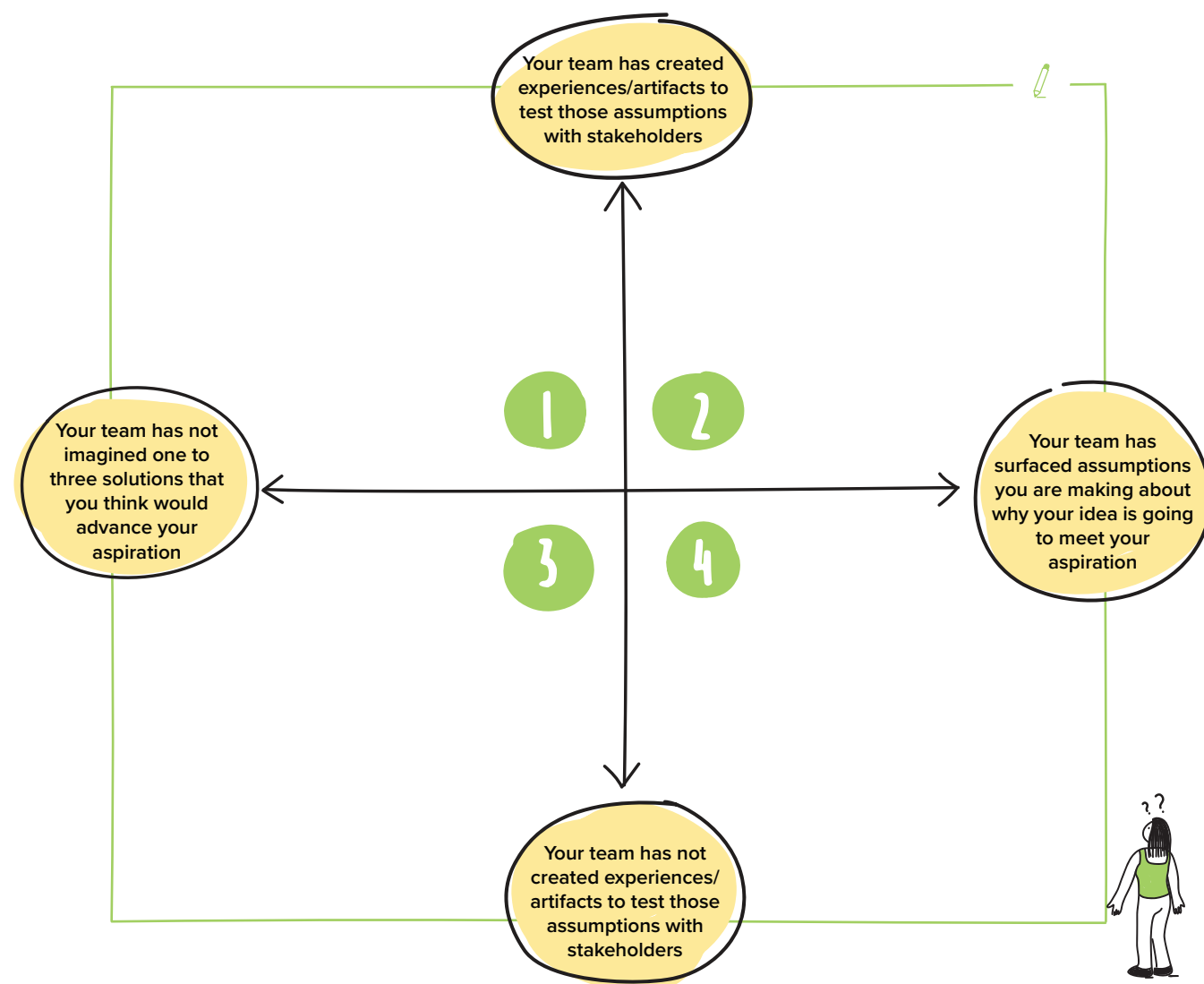
PROTOTYPE: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



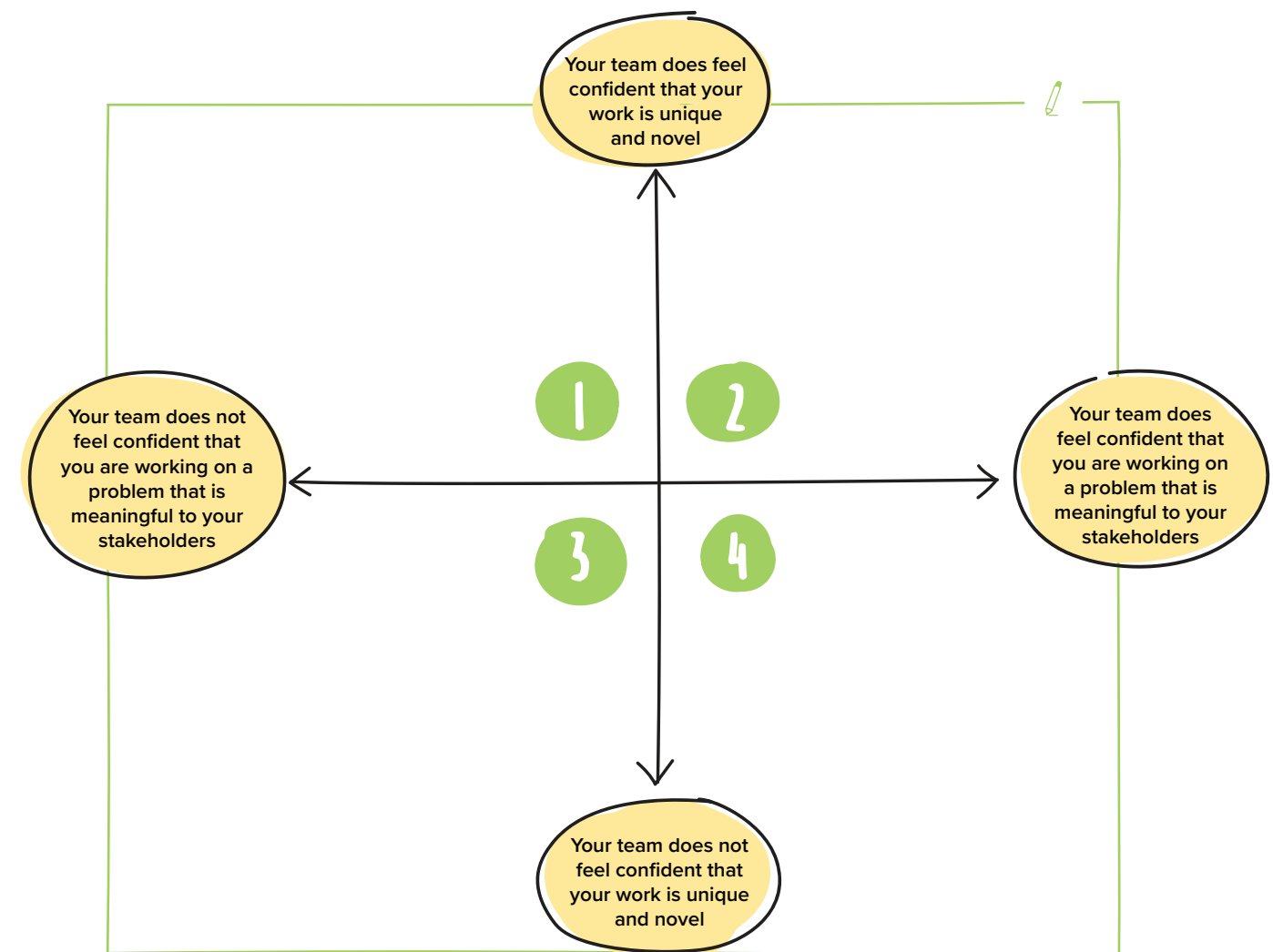
Whichever quadrant your team falls into, below are suggested next steps...

1. This scenario is unlikely, but if true, work to identify the ideas present in the artifacts you have created
2. Your team is ready to move on
3. Work together as a team to articulate why the ideas your selected have potential to meet your aspirations
4. Continue using the tools to meet the design objectives, and work together as a team to generate ideas

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

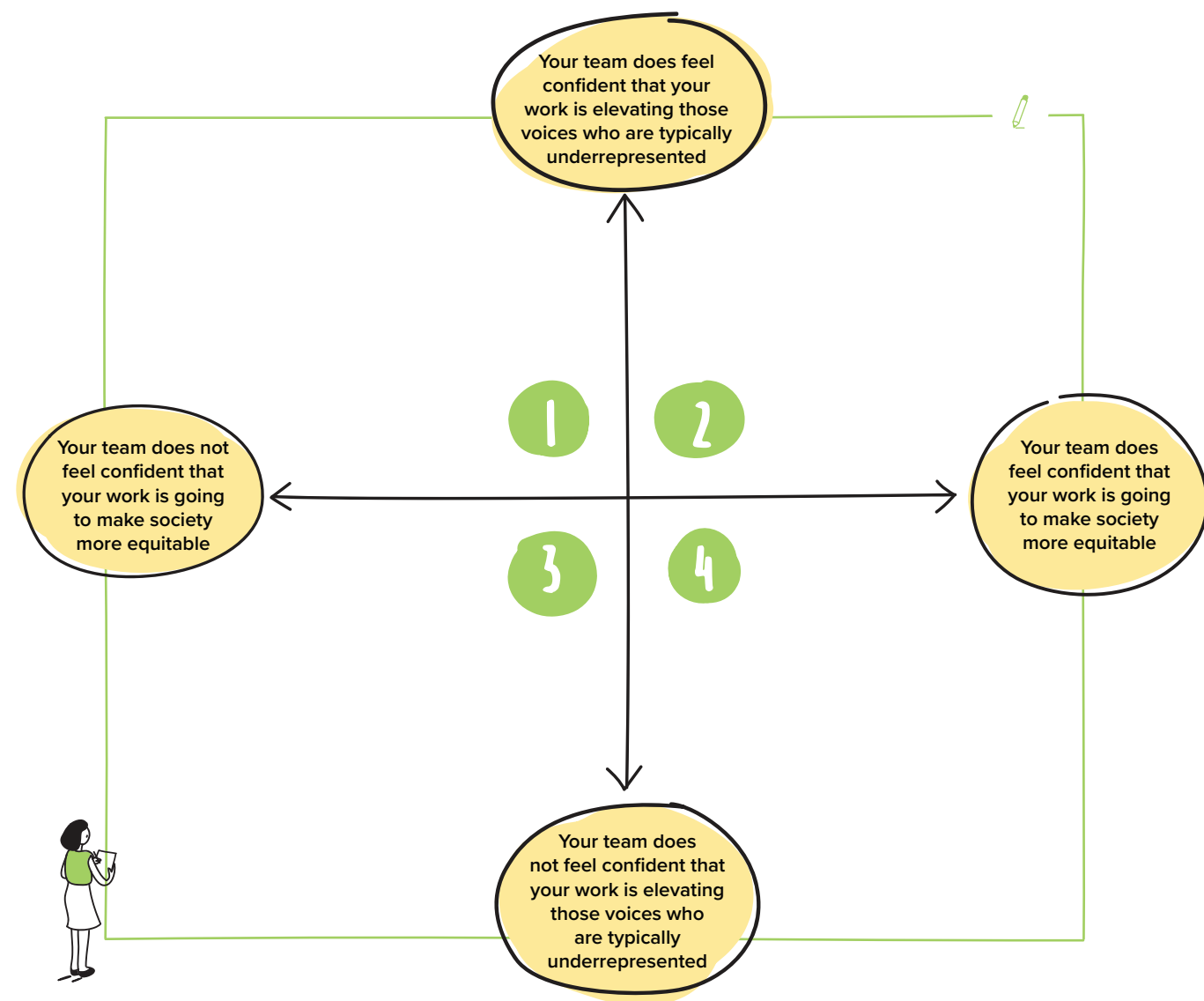
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Once you have clarified the problem, push your team to think of a volume of ideas
4. Work together as a team to generate a higher volume of ideas



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

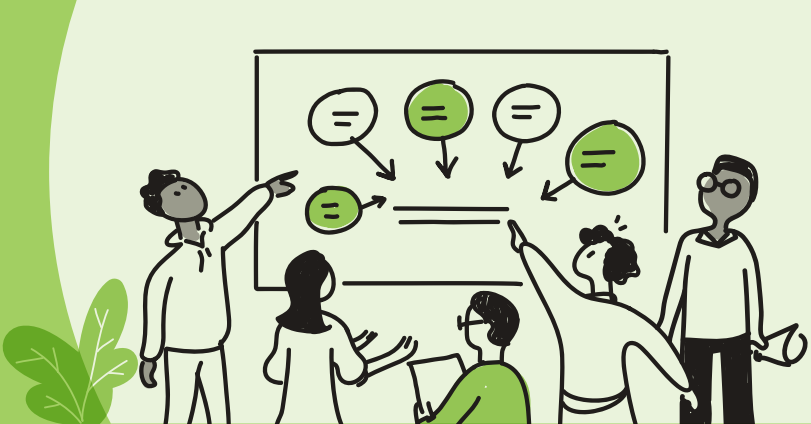
Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is working to create a more equitable society for all groups.

PROTOTYPE: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is a **high level pitch** of your idea (30 seconds or less)?

What are the **key stages** of your prototype experience?

What were your **key assumptions**?

What did you build to **test those assumptions**?

What are you hoping to **learn from the test**?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how you team is **working together** by answering the questions below. Then share your reflections as a team

What is the **most important insight** you gained during this phase of the design project?

Which part of this phase of the design project makes you feel **most confident**?

Which part of this phase of the design project makes you feel **least confident**?
What is your team going to do to **improve your confidence** about this phase?

What was the **most difficult part to collaborate on** for your team? Why?

How can you improve how your team works together in the **next phase**?

PROTOTYPE: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
FURTHER DEVELOP YOUR TEAM'S IDEA BY DISCUSSING THE DETAILS IN MORE DEPTH	The team has not further developed any ideas.	The team has further developed some ideas but there is still not clarity about which idea to move forward.	The team has developed ideas fully. There is clarity about which idea to move forward.
IDENTIFY ASSUMPTIONS YOUR TEAM IS MAKING ABOUT WHY THIS SOLUTION WILL MEET THE NEEDS OF THE STAKEHOLDER	The team has not been able to identify assumptions.	The team has been able to identify some assumptions and articulate why this solution will meet the needs of the stakeholder.	The team has been able to identify all of the assumptions and articulate why this solution will meet the needs of the stakeholder.
BUILD THE ARTIFACTS YOU NEED IN ORDER TO CREATE AN EXPERIENCE FOR THE STAKEHOLDER, TEST YOUR PROTOTYPE AND GET HONEST FEEDBACK	The team has not built any artifacts in order to create an experience for the stakeholder. The team has not tested their prototype and they have not gotten feedback.	The team has built some artifacts in order to create an experience for the stakeholder. The team has not yet tested their prototype and they have not gotten feedback.	The team has built artifacts in order to create an experience for the stakeholder. The team has tested their prototype and they have gotten feedback.
PROJECT STATUS			
QUALITY OF PROTOTYPES	The team did not create a prototype that will effectively test the assumptions your team surfaced.	The team struggled to create a prototype that will effectively test the assumptions your team surfaced but feels comfortable moving forward.	The team created a prototype that will effectively test the assumptions your team surfaced.
CONNECTION TO IMPROVING OUTCOMES FOR STAKEHOLDERS	The team cannot agree on whether the solution being prototyped is connected to the goal of improving outcomes for stakeholders.	The team has some disagreements on whether the solution being prototyped is connected to the goal of improving outcomes but feels comfortable moving forward.	The team is strongly aligned that the solution being prototyped is connected to the goal of improving outcomes for stakeholders.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work** and the mindsets of **Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not able to stay optimistic about solving the problem.	The team is able to stay somewhat optimistic about solving the problem.	The team is able to stay very optimistic about solving the problem.
PROTOTYPE EARLY AND OFTEN IN ORDER TO LEARN ABOUT YOUR IDEA	The team is struggling to create and try prototypes of their idea.	The team is struggling to create and try prototypes of their idea but are willing to try at least once.	The team is excited to create and try several prototypes of their idea.
START SMALL TO MAKE BIG CHANGE	The team is struggling to develop prototypes that are small in scale and investment.	The team is struggling to develop prototypes that are small in scale and investment but are working on iterating on their prototypes.	The team has developed prototypes that are small in scale and investment.
SHOW DON'T TELL	The team is struggling to create a prototype that is experiential and does not rely on telling the stakeholder about the idea.	The team is struggling to create a prototype that is experiential and does not rely on telling the stakeholder about the idea but they are making progress.	The team has created a prototype that is experiential and does not rely on telling the stakeholder about the idea.
MANY CYCLES OF PROTOTYPING ARE NECESSARY TO DEVELOP AN IDEA	The team is struggling to embrace the idea of multiple rounds of prototyping.	The team is struggling to embrace the idea of multiple rounds of prototyping but they are making progress.	The team is embracing the idea of multiple rounds of prototyping.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how you are working together as a team**. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on**.

PROTOTYPE: DIGITAL TEMPLATES



PROTOTYPE: 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

PROTOTYPE PHASE SLIDE DECK TEMPLATE

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



Scan this QR Code to access a slide deck template for the **Prototype Phase**.

#3

DESIGN WORK JOURNAL

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

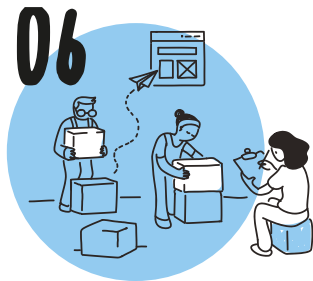


Scan this QR Code to access a PDF of the **Design Work Journal**.

#2

PROTOTYPE PHASE MURAL TEMPLATE

Use this MURAL template to complete your team's **Prototype Phase**.



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

#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 to access a template in **Mural**, an online collaborative platform.

07 TEST



PHASE REVIEW, REFLECTION AND EVALUTATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **“Can you share more information about how you came to these ideas?”** and **“Tell me more about that...”** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

TEST

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



As a team, review the best practices for testing prototypes



Create an experience to test your prototype with stakeholders



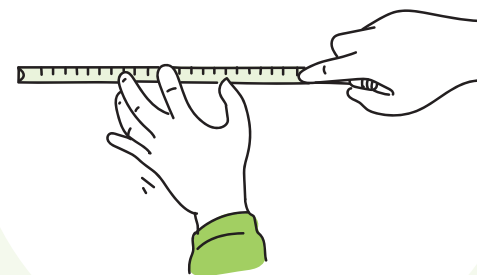
Get ready to engage your stakeholders in the test



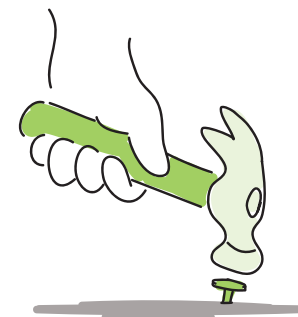
Gather feedback from your tester to gain a deeper understanding about ways to improve the idea



As a team, discuss what you learned from testing your prototype



Determine whether this idea is ready to implement or needs further testing



Improve or change your idea based on the feedback you received and your teams' reflections



As a team, determine your best next steps in the design process based on what you learned about your idea



OVERVIEW OF TEST PHASE

The tools in the **Test Phase** are designed to help you use your tangible prototypes to create experiences for stakeholders in order to test your solutions.

These tests are intended to elicit feedback, answer specific questions about a concept and test assumptions embedded in the ideas.

OBJECTIVES OF TEST PHASE

The goal of this phase is to test your low-resolution prototype with stakeholders to get authentic feedback.

At the end of this phase, you should be clear about whether the solution you brainstormed has the potential to meet the needs you identified in your POV statement. You should also have a clear sense of how you want to iterate your next prototype.

MINDSETS OF TEST PHASE

- Stay optimistic that you can solve the problem
- Prototype early and often in order to learn about your idea
- Start small to make big change
- Show don't tell
- Many cycles of prototyping & testing are necessary to develop an idea
- Feedback is a gift to improve your ideas

Scan the QR codes on page 170 for the following resources:

- Test **Mural Template**
- **Design Work Journal** PDF
- Design Work Journal Mural Template

TEST: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

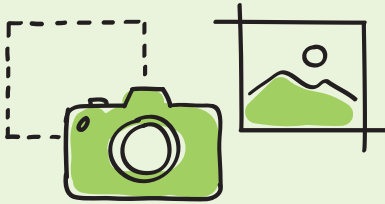
What are the **six most important things** your team needs to learn about in the next phase?

- .
- .
- .
- .

How do you think the test you created in the **Test Phase** will test assumptions related to a solution that will **improve the outcomes for your stakeholders?**

CAPTURE EVIDENCE OF YOUR WORK

Capture evidence of your work. Drop pictures & screenshots of your work from this phase either here or on a digital platform.

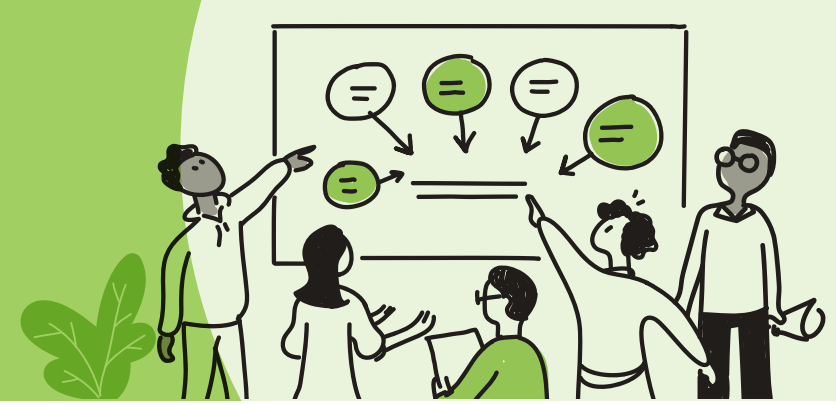


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



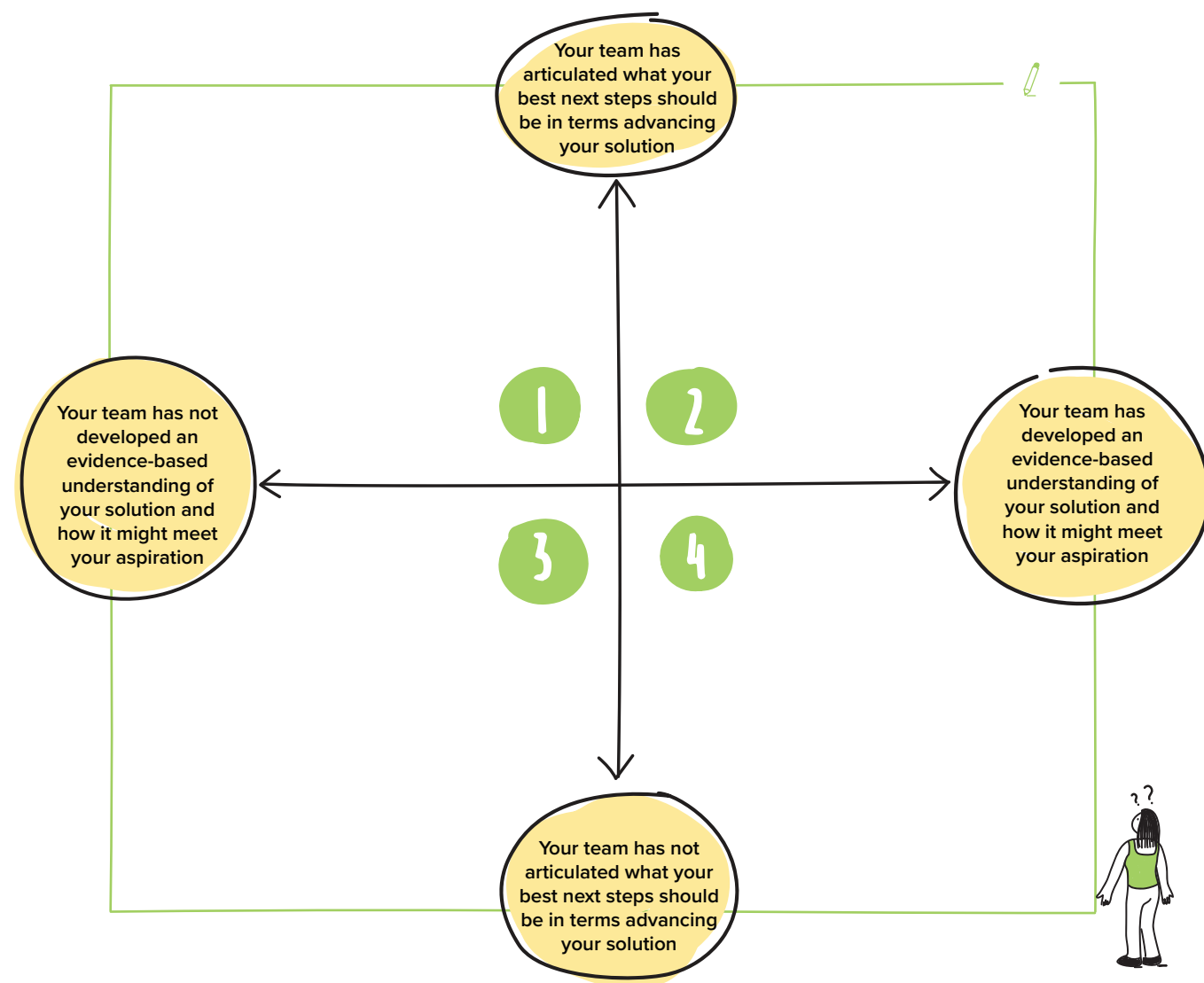
TEST: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



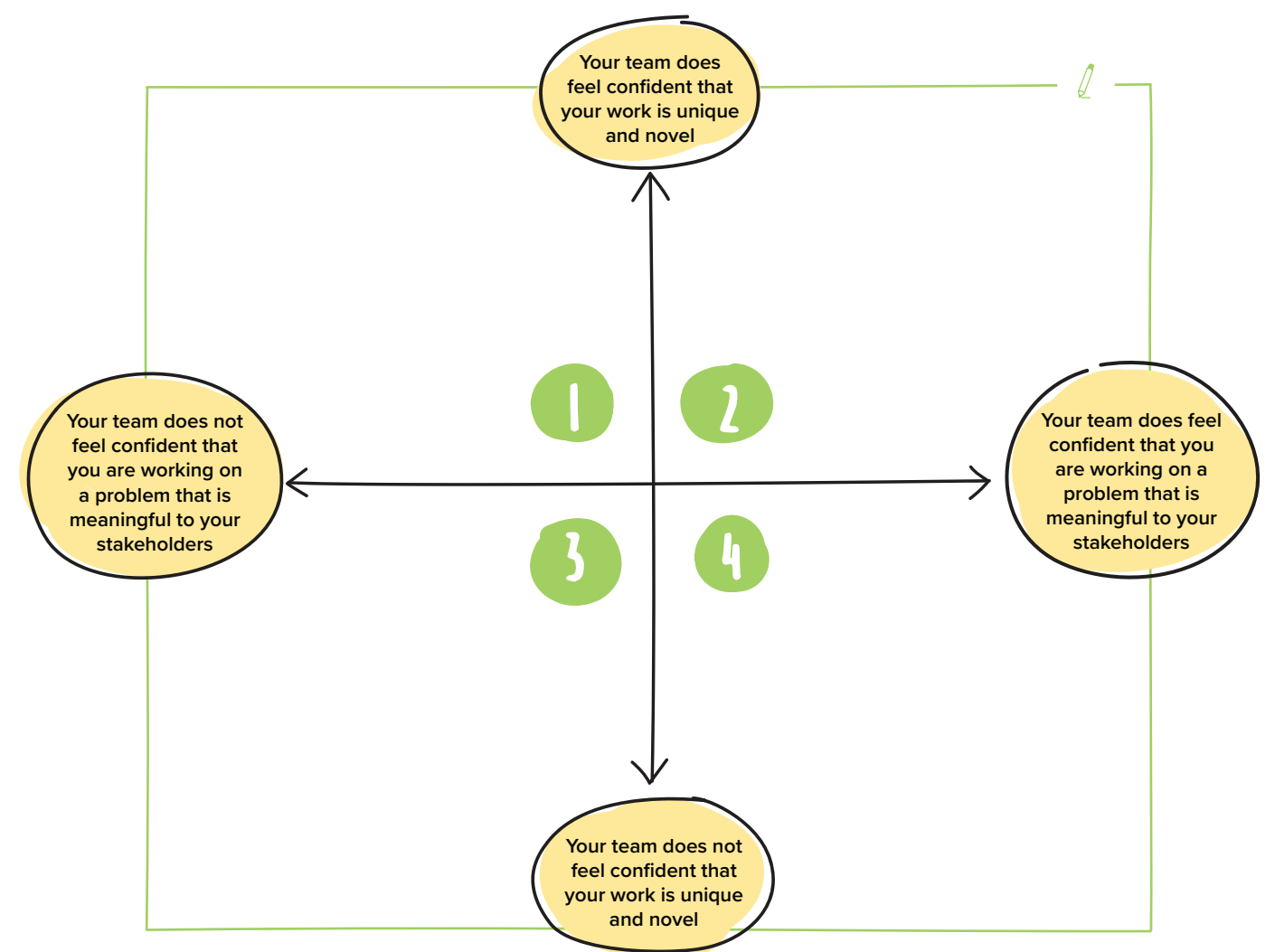
Whichever quadrant your team falls into, below are suggested next steps...

1. Work together as a team to review your work and further develop your idea
2. Your team is ready to move on
3. Work together as a team to review your work and further develop your idea before developing an implementation plan
4. Work together as a team to identify the steps you need to take in order to test your idea

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

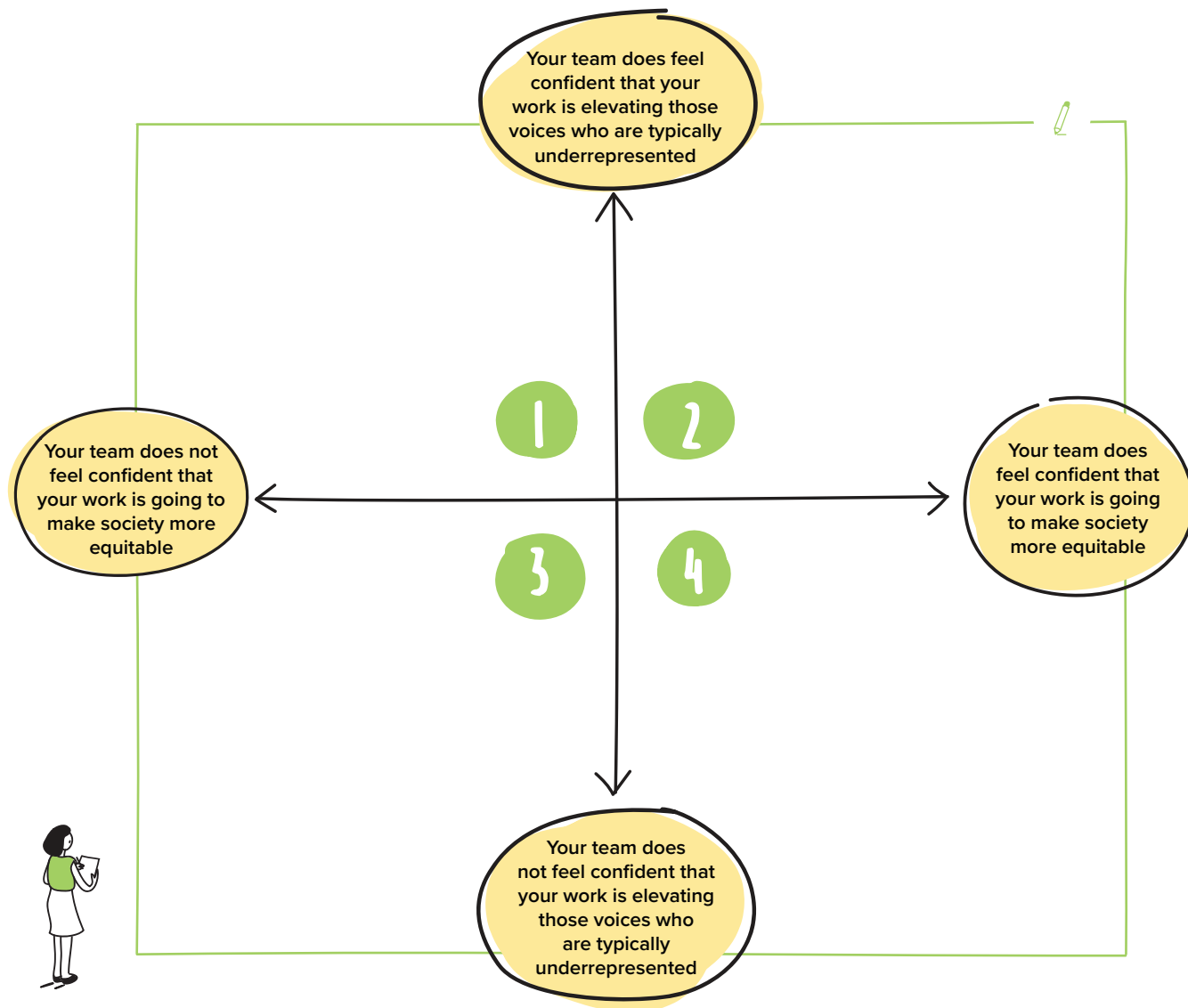
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Once you have clarified the problem, push your team to think of a volume of ideas
4. Work together as a team to generate a higher volume of ideas



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is working to create a more equitable society for all groups.

TEST: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What did you learn about your idea from your testing? What did you learn about **specific the assumptions you tested?**

Do you think that you conducted **enough tests of your prototype?** Why or why not?

What are the **three most important design principles** your team created?

What is the **value proposition of your idea** to the stakeholders you are working to serve?

Does the **current iteration of your idea have innovation potential?** Why or why not?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how your team is **working together by** answering the questions below. Then share your reflections as a team.

What is the **most important insight** you gained during this phase of the design project?

Which part of this phase of the design project makes you feel **most confident?**

Which part of this phase of the design project makes you feel **least confident?**
What is your team going to do to **improve your confidence** about this phase?

What was the **most difficult part to collaborate on** for your team? Why?

How can you improve how your **team works together** in the **next phase?**

TEST: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project** and are ready to move into the next phase. Circle the description that **most represents your team's progress**. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
CREATE AN EXPERIENCE TO TEST YOUR PROTOTYPE WITH STAKEHOLDERS	The team has not created an experience to test their prototypes with stakeholders.	The team has created an experience to test their prototypes with stakeholders but they haven't tested it with stakeholders yet.	The team has created an experience to test their prototypes with stakeholders and they have tested it with stakeholders.
GATHER FEEDBACK FROM YOUR TESTER TO GAIN A DEEPER UNDERSTANDING ABOUT WAYS TO IMPROVE THE IDEA	The team has not yet gathered feedback from their	The team has begun to gather feedback from their stakeholders.	The team has gathered ample feedback from their stakeholders.
IMPROVE OR CHANGE YOUR IDEA BASED ON THE FEEDBACK YOU RECEIVED AND YOUR TEAMS' REFLECTIONS	The team has not incorporated feedback into a new iteration of an idea.	The team has incorporated some of the feedback into a new iteration of an idea but there are still opportunities to incorporate more feedback.	The team has incorporated lots of the feedback into a new iteration of an idea.
AS A TEAM, DETERMINE YOUR BEST NEXT STEPS IN THE DESIGN PROCESS BASED ON WHAT YOU LEARNED ABOUT YOUR IDEA	The team has not identified next steps in the design process.	The team has identified some next steps in the design process but they are still unsure if those next steps are the best for their project.	The team has identified the best next steps in the design process based on the needs of their project.
PROJECT STATUS			
REFLECTION FROM TESTS	The team did not come to a new understanding about their solution based on their test.	The team struggled to come to a new understanding about their solution based on their test, but feels comfortable moving forward.	The team did come to a new understanding about their solution based on their test.
CONNECTION TO IMPROVING OUTCOMES FOR STAKEHOLDERS	The team cannot agree on if the solution they are prototyping is connected to the goal of improving outcomes for stakeholders.	The team has some disagreements on if the solution they are prototyping is connected to the goal of improving outcomes but feels comfortable moving forward.	The team is strongly aligned about whether the solution they are prototyping is connected to the goal of improving outcomes for stakeholders.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work** and the mindsets of **Human-Centred Design**. Circle the description that **most represents your team's progress**. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
GET INSPIRED BY PEOPLE -- ACTIVE LISTENING IS A SOURCE OF CREATIVE INSPIRATION	The team is not conducting interviews and if they are, they are not carrying what they learned from stakeholders into their design work.	The team is bringing forward some voices from their design research but their depth of understanding is shallow; the team is not speaking to those people who are underrepresented.	The team deeply understands the stakeholders they are designing for and has sought out voices of those who are typically underrepresented.
PUT ASIDE BIASES AND ASSUMPTIONS ABOUT WHAT YOU THINK THE PROBLEM IS -- LISTEN TO THE STAKEHOLDER.	The team is struggling to put aside biases and question assumptions. They are not relying on evidence from design research to make decisions.	The team has been successful putting aside biases and questioning assumptions some of the time.	The team has named their biases and assumptions and has worked hard to gather evidence to help inform their decision-making process.
LOOK CAREFULLY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is not immersing themselves in the experiences of the stakeholders they are serving; they are relying on their own experiences and/or assumptions.	The team has been successful immersing in the experiences of the stakeholders they are serving some of the time.	The team has deeply immersed themselves in the experiences of the stakeholders they are serving; they have gained profound empathy for those stakeholders.
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not optimistic about solving the problem in new ways; there is a lack of positive energy on the team.	The team is struggling to stay optimistic about solving the problem in new ways; positive energy on the team comes and goes.	The team is working hard to help each other stay optimistic about solving the problem in new ways; there is a lot of positive energy on the team.
HOLD BACK ON SOLVING THE PROBLEM DURING THIS PHASE	The team already has a solution in mind based on their assumptions about the problem and the stakeholders they are serving.	The team is struggling to hold back on solving the problem and is working to remind each other.	The team is actively holding back on coming up with solutions; when they do have an idea they write it down and put it aside for later.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make** about how your are working together as a team. Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase**. If are you feeling **less confident in any areas**, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team** to improve those areas before you move on.

TEST: DIGITAL TEMPLATES



TEST: 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

TEST PHASE SLIDE DECK TEMPLATE

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



Scan this QR Code to access a slide deck template for the Test Phase.

#3

DESIGN WORK JOURNAL

Use this PDF of the **Design Work Journal** to capture the most important information from each phase of the design process, as well as 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 to access a PDF of the Design Work Journal.

#2

TEST PHASE MURAL TEMPLATE

Use this MURAL template to complete your team's **Test Phase**.



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

#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 to access a template in Mural, an online collaborative platform.

08 PLAN



PHASE REVIEW, REFLECTION AND EVALUATION

In order to move on to the next phase of the design process as a team, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to move on to the next phase of your project.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **“Can you share more information about how you came to these ideas?”** and **“Tell me more about that...”** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move to the next phase.**

PLAN

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



Now that you are moving forward with your idea, use the criteria in this phase to reflect on how innovative your solution is



Discuss whether your solution is desirable to your stakeholders and if it is not, how you can improve it



Imagine how to implement your solution sustainably - Are there funds to support the idea? Will the solution create sustained impact?



Reflect on whether your solution is feasible - Will the government support the solution? Does the necessary technology exist?



Refine your solution based on the feedback you received from stakeholders and your reflections as a team



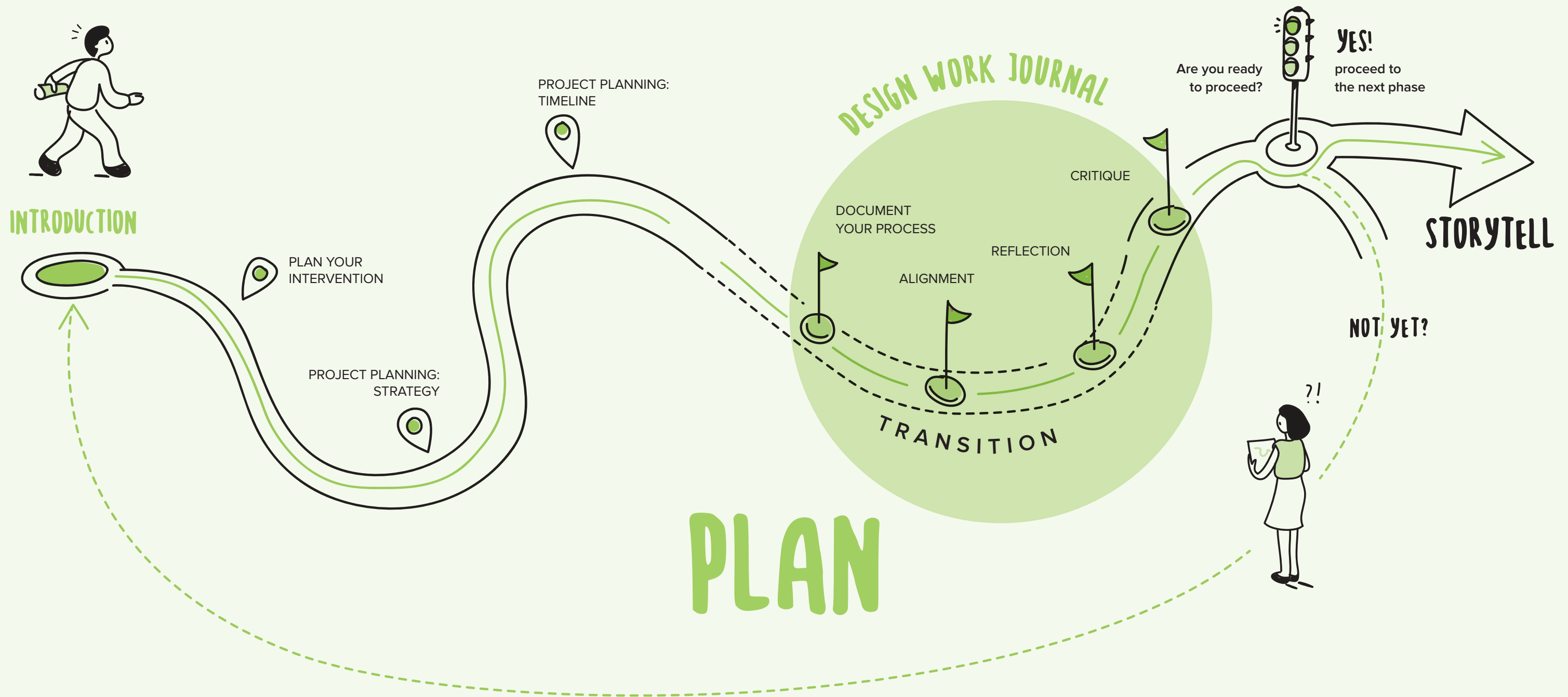
Map out the assets of the organization that can be leveraged to support implementation of the solution



Determine the resources your organization needs to secure in order to implement the solution



Plan the implementation strategy and timeline



OVERVIEW OF PLAN PHASE

The tools in the **Plan Phase** are designed to help your team think about how you might implement your solution if you were to receive funding.

At this phase of the design project, you are moving from an idea you are developing to a concept you are working to implement. A concept is a robust idea that has been developed through multiple rounds of prototyping.

OBJECTIVES OF PLAN PHASE

The goal of this phase is to get your design team aligned around what the next steps are to implement your concept. Also, consider your long-term goals for improving the outcomes for your stakeholders.

At the end of this phase, all team members should be clear on what needs to happen next.

MINDSETS OF PLAN PHASE

- Work together to understand the context
- Look carefully to understand potential problems and opportunities
- Start small to make big change

Scan the QR codes on page 194 for the following resources:

- Plan Phase **MURAL** Template
- **Design Work Journal** PDF
- Design Work Journal Mural Template

PLAN: DOCUMENT YOUR PROCESS



WHAT DID YOU LEARN?

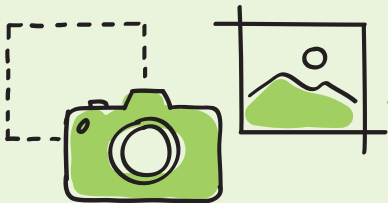
What are the **six key components of your plan** for implementation?

- .
- .
- .
- .

How do you think the plan you created in the **Plan Phase** will test assumptions related to a solution that will **improve the outcomes for your stakeholders**?

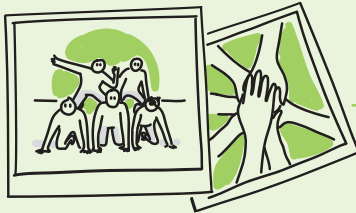
CAPTURE EVIDENCE OF YOUR WORK

Capture evidence of your work. Drop pictures & screenshots of your work from this phase either here or on a digital platform.

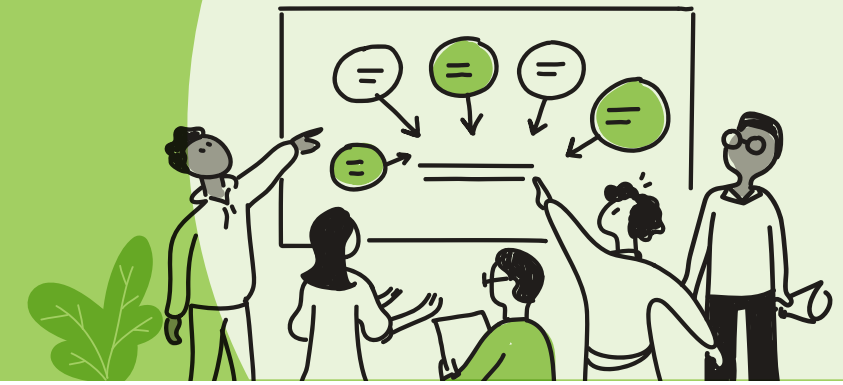


CAPTURE YOUR FAVORITE MOMENTS

Capture your favorite moments as a team either here or on a digital platform.



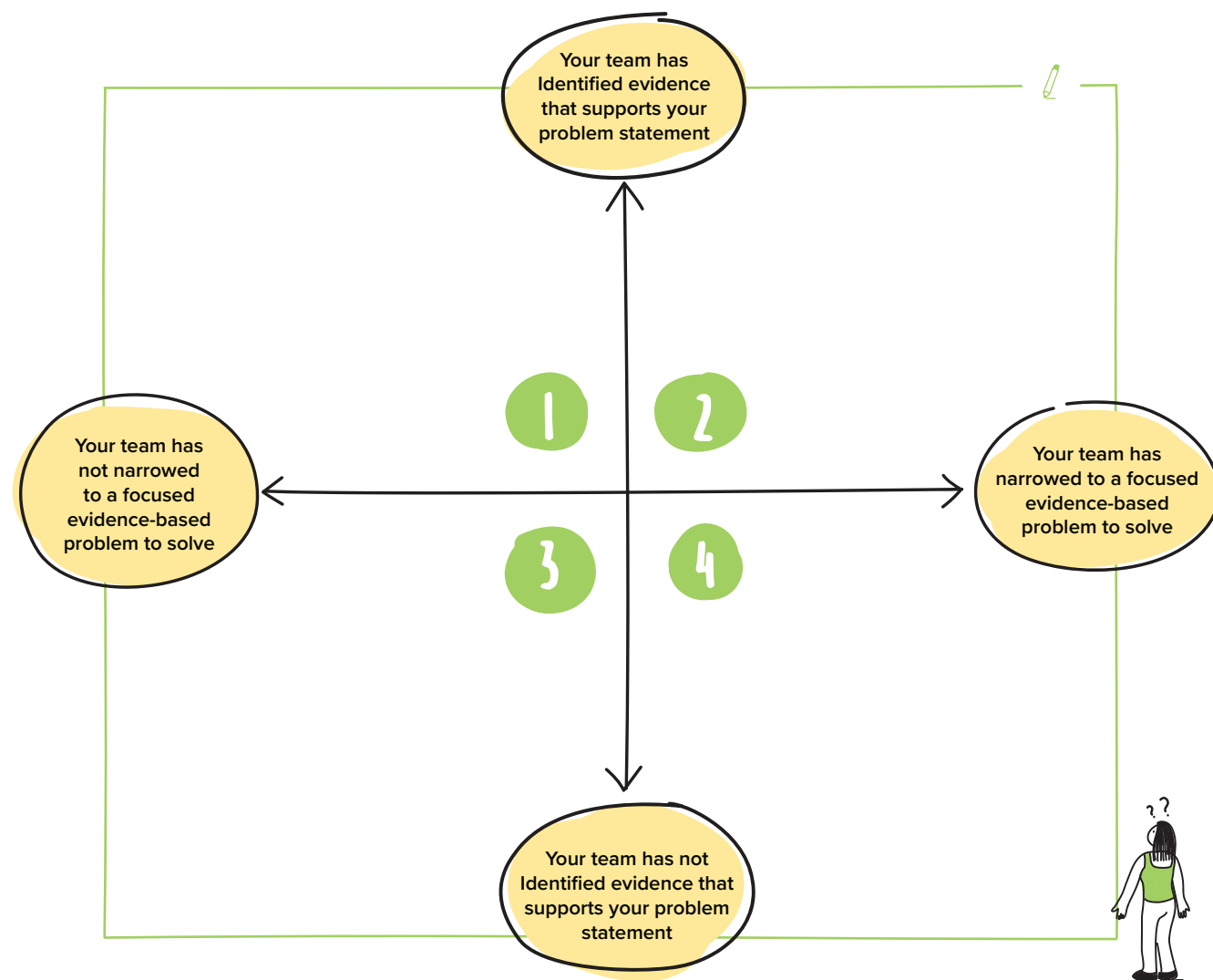
PLAN: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



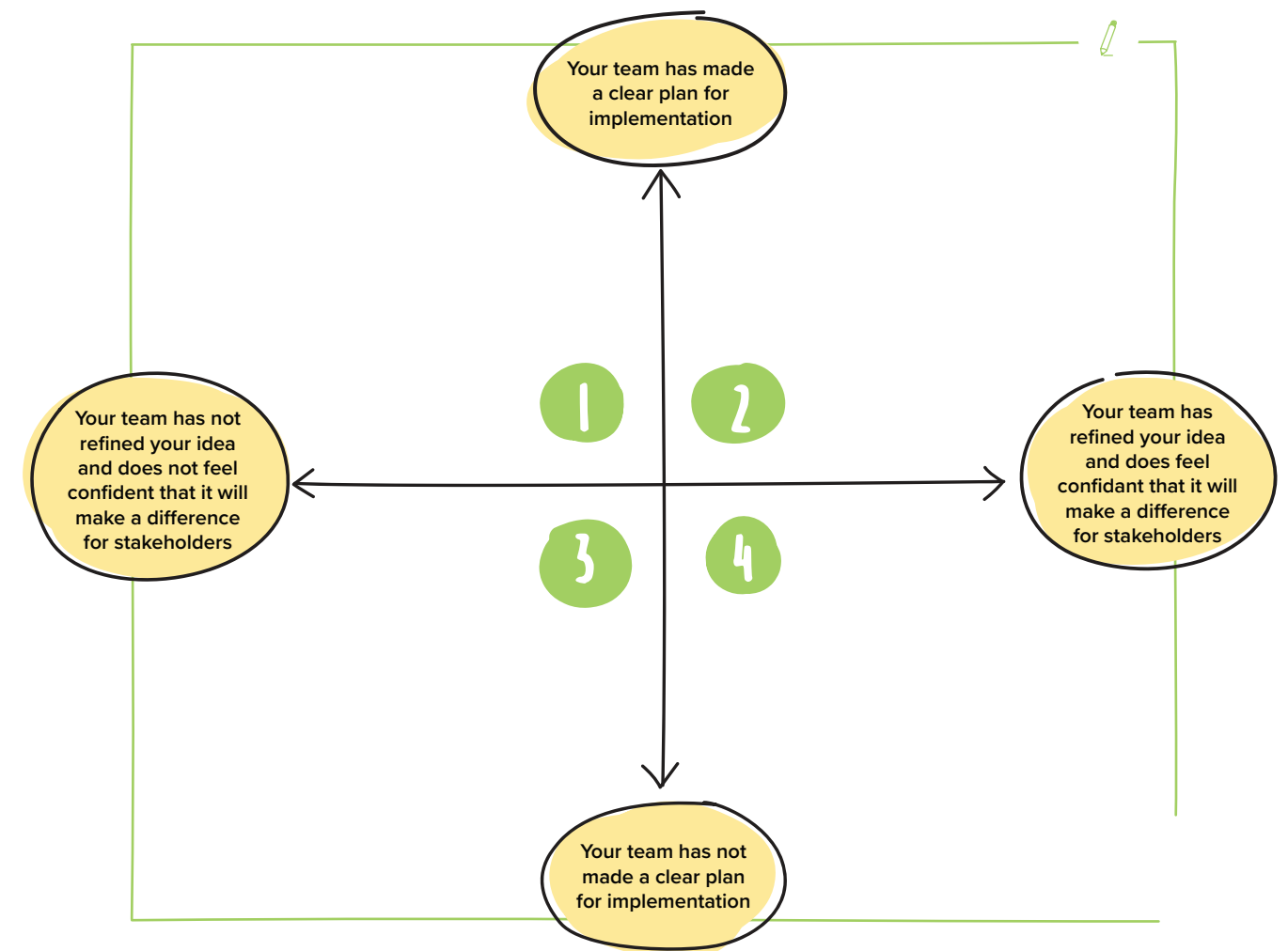
Whichever quadrant your team falls into, below are suggested next steps...

1. Work together as a team to review your work to narrow to an evidence-based problem to solve
2. Your team is ready to move on
3. Work together as a team to review your work and articulate your evidence-based problem, before developing an implementation plan
4. Work together as a team to identify evidence to support your problem statement

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

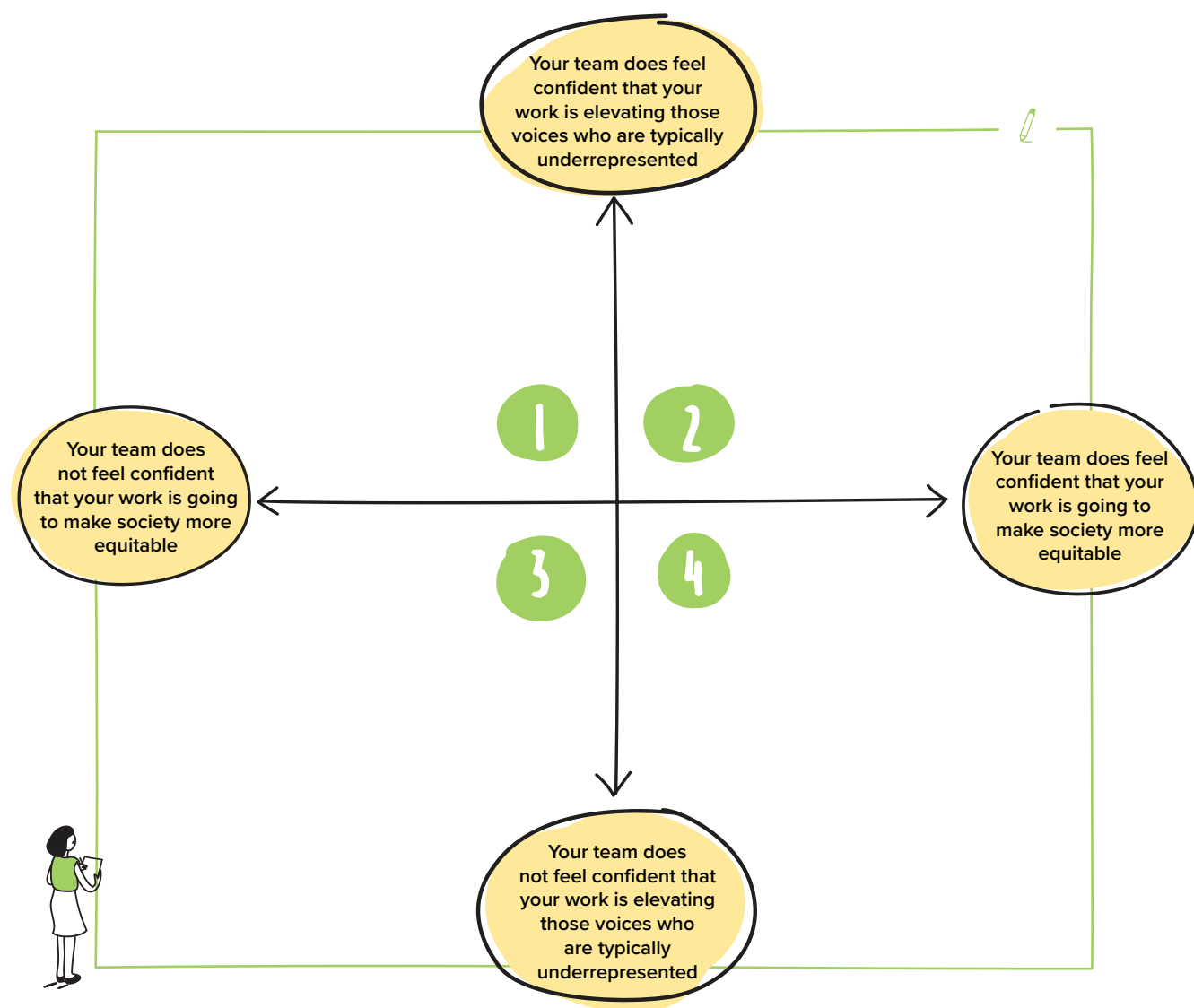
1. Before you get to implementing your plan, work to further develop your idea through testing
2. Your team is ready to move on
3. Before you begin creating your implementation plan, work to further develop your idea through testing
4. Your team is ready to create your implementation plan



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is working to create a more equitable society for all groups.

PLAN: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your **step-by-step plan**?

Which **skills do you need** that are missing?

Who will you **hire**?

How much **budget** will you need?

How long will it take to **scale** this?

When will you be **ready for a launch**?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how you team is **working together** by **answering the questions below**. Then **share your reflections** as a team.

What is the **most important insight** you gained during this phase of the design challenge?

Which part of this phase of the design challenge makes you feel **most confident**?

Which part of this phase of the design challenge makes you feel **least confident**?
What is your team going to do to **improve your confidence** about this phase?

What was the **most difficult part to collaborate on** for your team?

How can you improve how your **team works together** in the **next phase**?

PLAN: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the goals of this phase of the challenge and are ready to move into the next phase. Circle the description that most represents your team's progress. For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
DISCUSS WHETHER YOUR SOLUTION IS DESIRABLE TO YOUR STAKEHOLDERS AND IF IT IS NOT, HOW YOU CAN IMPROVE IT	The team does not think that their solution is desirable to the stakeholders.	The team does think that their solution is somewhat desirable to the stakeholders but there is room for improvement.	The team thinks that their solution is desirable to the stakeholders.
DETERMINE THE RESOURCES YOUR ORGANIZATION NEEDS TO SECURE IN ORDER TO IMPLEMENT THE SOLUTION	The team cannot agree on the resources needed to implement the solution.	The team can agree somewhat on the resources needed to implement the solution but there is more to discuss.	The team can agree on the resources needed to implement the solution.
PLAN THE IMPLEMENTATION STRATEGY AND TIMELINE	The team cannot agree on the plan or timeline for implementation.	The team cannot agree on the plan or timeline for implementation, but feels comfortable moving forward.	The team can agree on the plan or timeline for implementation.
PROJECT STATUS			
QUALITY OF SOLUTION	The team has not developed a solution that can be implemented with success.	The solution the team developed has some potential to be implemented with success.	The solution the team developed has high potential to be implemented with success.
CONNECTION TO IMPROVING OUTCOMES FOR STAKEHOLDERS	The team cannot agree on whether the solution is going help meet the goal of improving outcomes for your stakeholders.	The team has some disagreements on whether the solution is going to help meet the goal of improving the outcomes for your stakeholders and will work to improve the solution.	The team is confident that the solution is going help meet the goal of improving the holistic learning outcomes.

PROCESS CRITIQUE



CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your process work and the mindsets of **Human-Centred Design**. Circle the description that most represents your team's progress. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
STAY OPTIMISTIC THAT YOU CAN SOLVE THE PROBLEM	The team is not able to stay optimistic about solving the problem.	The team is able to stay somewhat optimistic about solving the problem.	The team is able to stay very optimistic about solving the problem.
WORK TOGETHER TO UNDERSTAND THE CONTEXT	The team is struggling to work together to understand how their solution might fit into the context.	The team is struggling to work together to understand how their solution might fit into the context but are working to advance the process.	The team feels confident that they understand how their solution will fit into the context and are ready to move forward.
LOOK CAREFULLY TO UNDERSTAND POTENTIAL PROBLEMS AND OPPORTUNITIES	The team is not leveraging the insights they have developed about their stakeholders through the design process; they are relying on their own experiences and/or assumptions.	The team is leveraging the insights they have developed about their stakeholders through the design process some of the time.	The team is successfully leveraging the insights they have developed about their stakeholders through the design process.

Now, look at your responses as a team for both of the assessments and see if there are any changes you want to make about how your are working together as a team. Reflect on the quality of your design work and determine if you are ready to move on to the next phase. If are you feeling less confident in any areas, you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, work together as a team to improve those areas before you move on.

PLAN: DIGITAL TEMPLATES



PLAN: 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

PLAN PHASE SLIDE DECK TEMPLATE

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



Scan this QR Code to access a slide deck template for the Plan Phase.

#3

DESIGN WORK JOURNAL

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

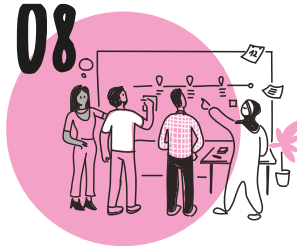


Scan this QR Code to access a PDF of the Design Work Journal.

#2

PLAN PHASE MURAL TEMPLATE

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



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

#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 to access a template in Mural, an online collaborative platform.

09



STORYTELL



PHASE REVIEW, REFLECTION AND EVALUATION

As your team is completing your design project, use the tools in this **Design Work Journal** to document your work, align as a team and reflect on your process. Then use the **Design Critique** criteria to evaluate your design work, make improvements and determine if **your design team is ready to share your project with a broader audience.**

If there are differing views and ideas from team members, ask questions to gain understanding. Try questions like: **"Can you share more information about how you came to these ideas?"** and **"Tell me more about that..."** Your team does not have to be aligned on all aspects of your design work, but you should reach a **consensus that you are ready to move on.**

STORYTELL

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



Refresh yourselves on your design work thus far in order to consider what you have learned throughout the project



Reflect on the feedback you received from stakeholders throughout the process in order to articulate why your solution is desirable to your stakeholders



Communicate to colleagues and others about the sustainability of the solution



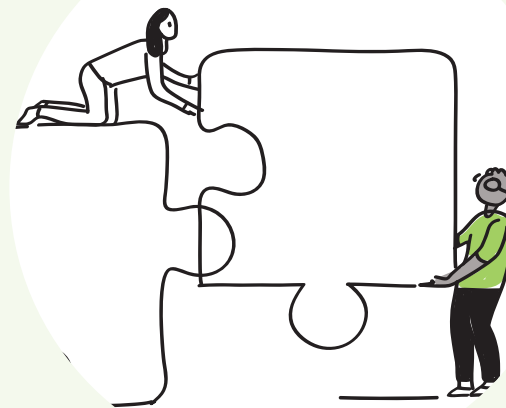
Share the information you gathered related to the feasibility of the solution with colleagues and others



Use the evidence you have gathered throughout your project to create your Project Playbook -- a guide to help colleagues understand the details of your solution and how to implement it



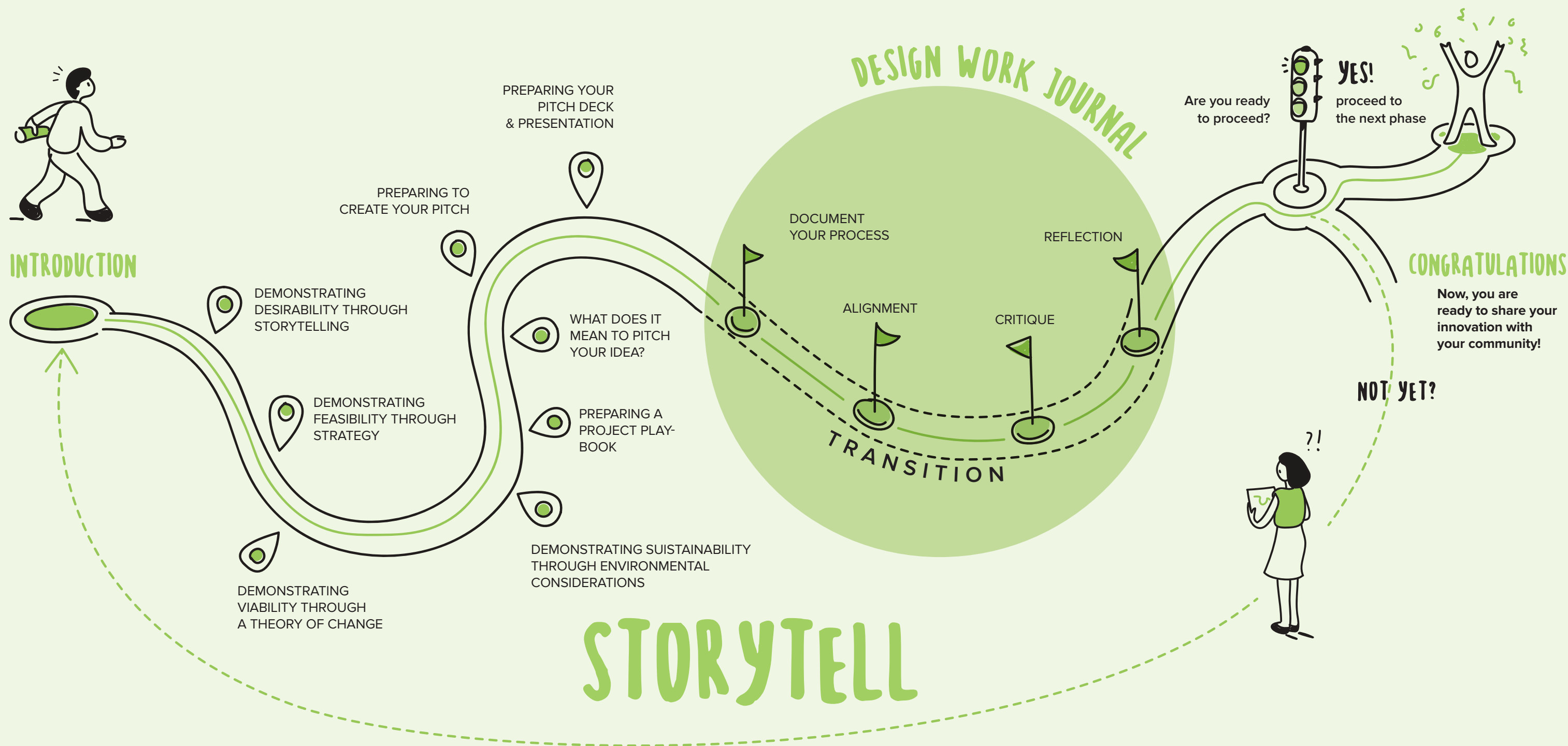
Share your Project Playbook with colleagues in order to get feedback and improve it



Use the Pitch Deck template to create a pitch deck and presentation to share your solution with colleagues, funders and potential partners



Pitch your idea in order to rally the support and resources needed to implement your solution



OVERVIEW OF STORYTELL PHASE

The tools in the **Storytell Phase** are designed to help you synthesise what you learned from your design work and prepare to share your insights and ideas in a human-centred way.

During this phase of the design process, your team will reflect on the work you have created throughout the project and synthesise your learning into clear and concise communications, designed to reach a variety of audiences in a variety of formats. One of the tools is a Project Playbook Slide Deck Template. The Project Playbook is designed to create the documentation needed to hand off the project to those who are responsible for implementing it while

communicating the valuable elements of the solution that were generated during the design process.

The other communication tool is a Pitch Slide Deck Template. The Pitch template is designed to help your design team create and deliver a dynamic project pitch to community members as well as potential partners and funders.

OBJECTIVES OF STORYTELL PHASE

The goal of this phase is to help you develop two approaches to communicating what you learned about your solution and why it has the potential to meet the stakeholder's needs and improve outcomes. The documentation of the Project Playbook is designed

to communicate the specific details of the solution and how to implement the solution successfully.

The storytelling approach to pitching is focused on sharing a stakeholder-specific way of communicating about your idea. Your pitch will communicate your idea in a way that is focused on why your idea will have the greatest impact on the outcomes for stakeholders. At the end of this phase, you should be clear on how you plan to communicate about your solution and its potential to different stakeholder groups.

MINDSETS OF STORYTELL PHASE

- Get inspired by people
- Feedback is a gift to improve your ideas
- Many cycles of testing are necessary to develop an idea

Scan the QR codes on page 224 for the following resources:

- Storytell Phase **MURAL** Template
- **Design Work Journal** PDF
- Design Work Journal Mural Template

STORYTELL: DOCUMENT YOUR PROCESS



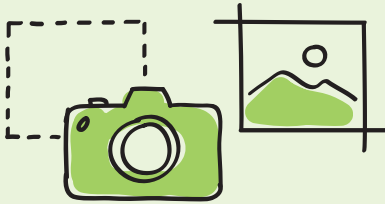
WHAT DID YOU LEARN?

What is the **best pitch outline** your team wants to use to **present to potential funders or partners**?

How does your **team's pitch** communicate why you believe your concept will **improve the outcomes** for your stakeholders?

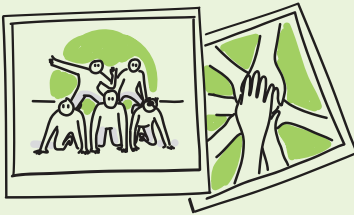
CAPTURE EVIDENCE OF YOUR WORK

Capture evidence of your work. Drop pictures & screenshots of your work from this phase either here or on a digital platform.

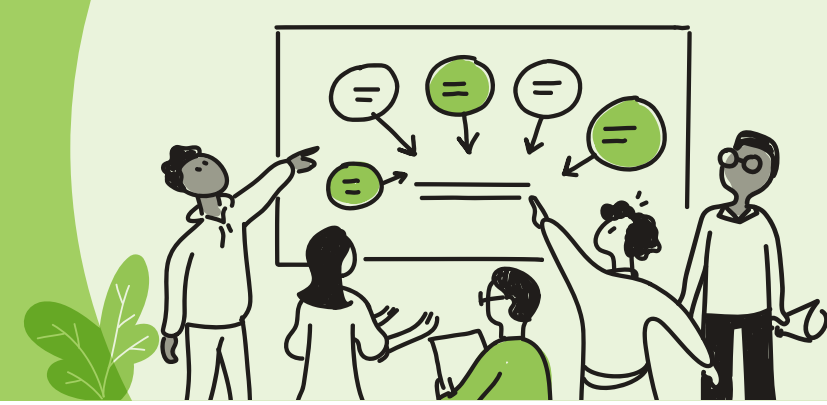


CAPTURE YOUR FAVOURITE MOMENTS

Capture your favourite moments as a team either here or on a digital platform.



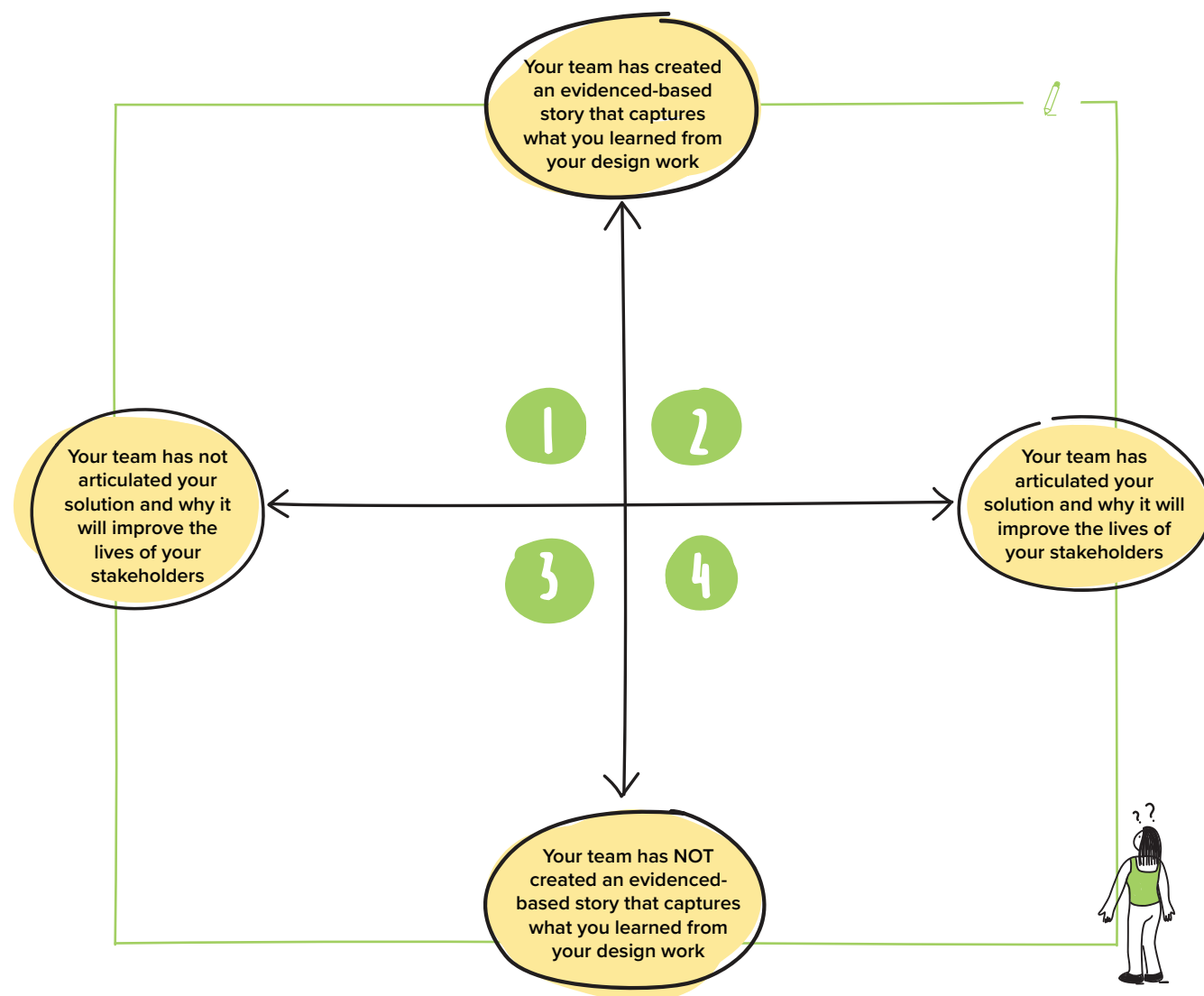
STORYTELL: TEAM ALIGNMENT



DESIGN OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



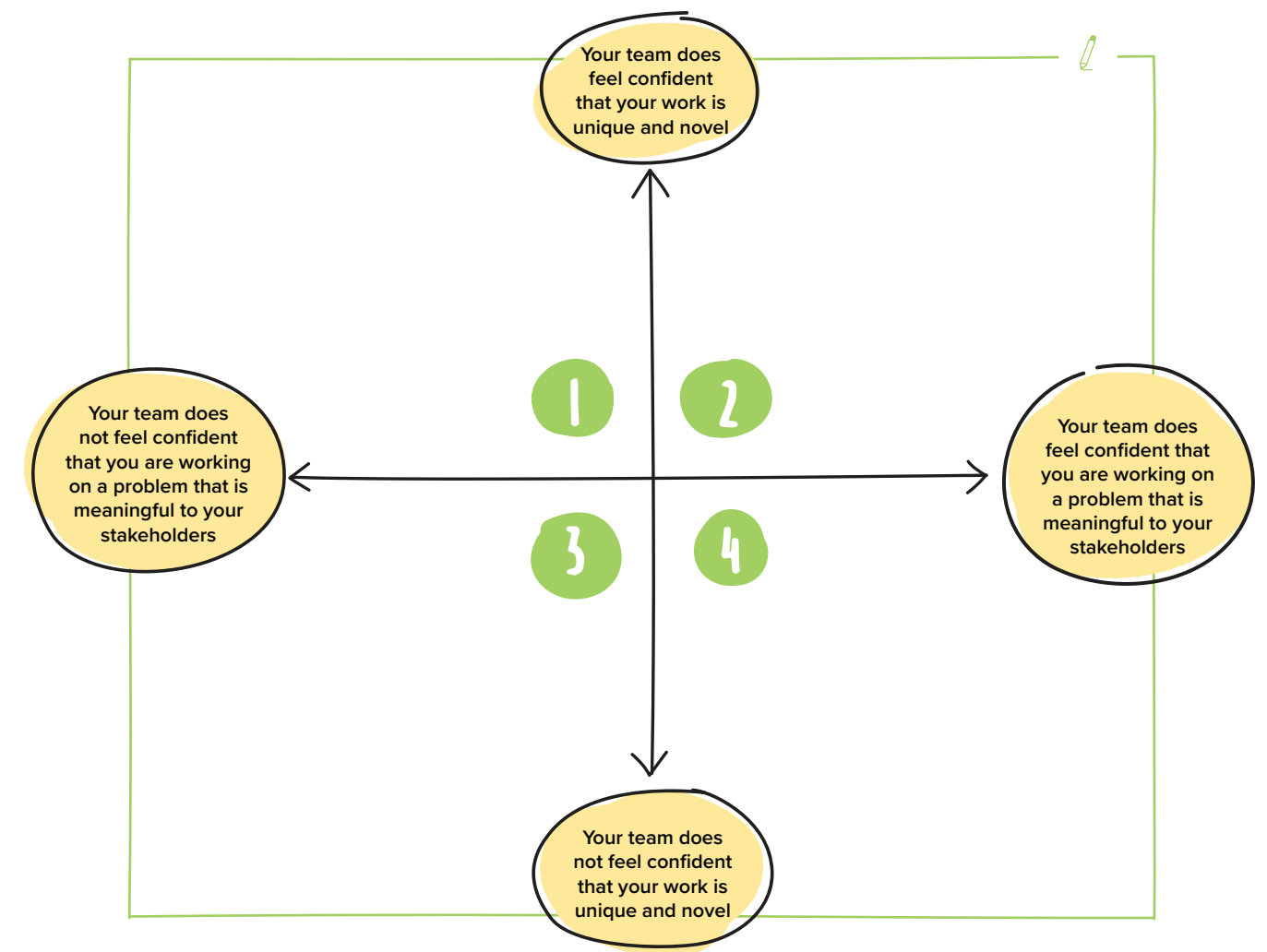
Whichever quadrant your team falls into, below are suggested next steps...

1. Work together as a team to review your work to better articulate your solution and why it will help your stakeholders
2. Your team is ready to move on
3. Work together as a team to review your work in order to better articulate your solution and create an evidence-based story describing why it will help your stakeholders
4. Work together as a team to create an evidence-based story describing why your solution will help your stakeholders

INNOVATION OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

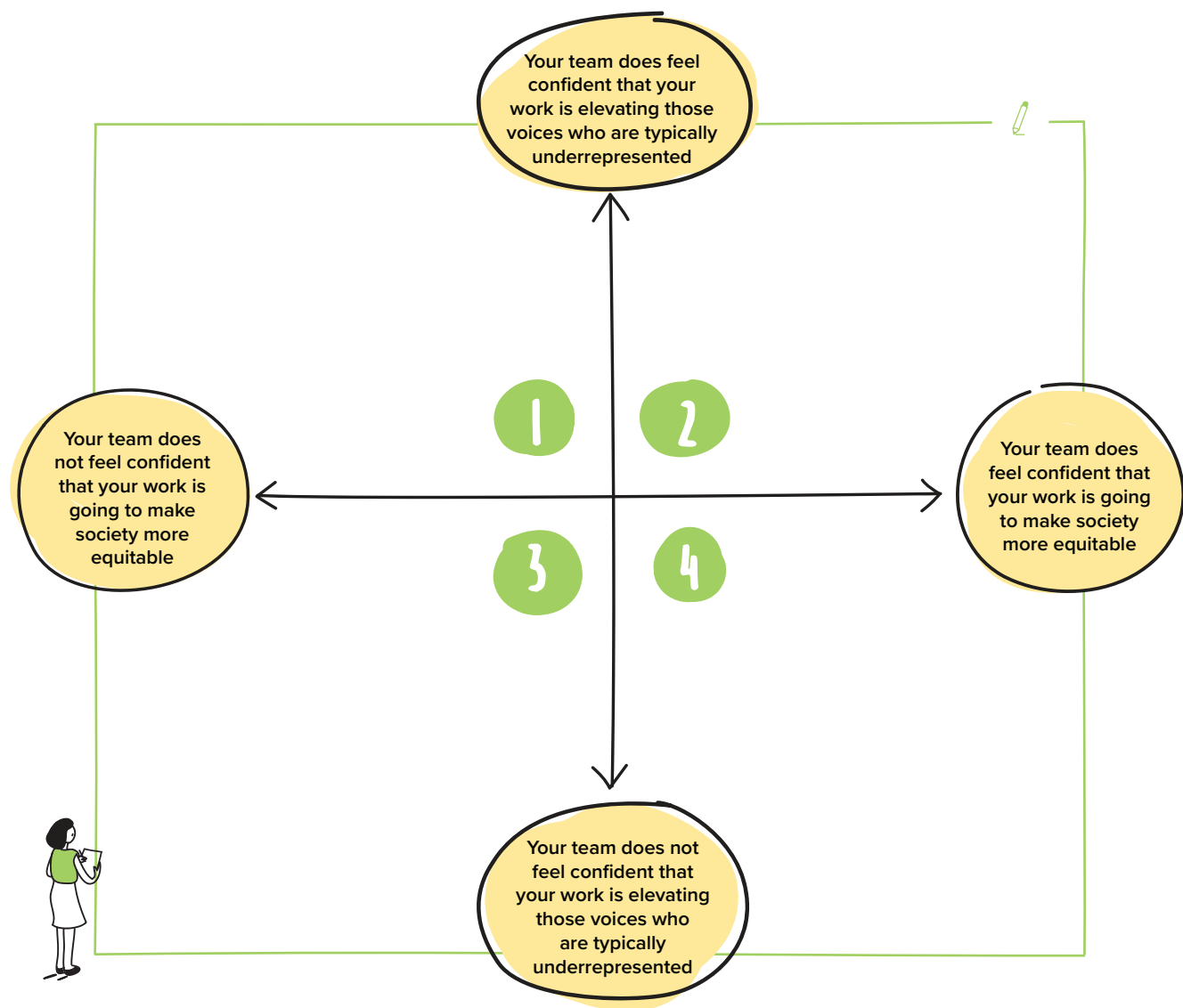
1. Engage with your stakeholders to learn their point of view
2. Your team is ready to move on
3. Once you have clarified the problem, push your team to think of a volume of ideas
4. Work together as a team to generate a higher volume of ideas



EQUITY OBJECTIVES

CRITERIA FOR MOVING TO THE NEXT PHASE

As a team, discuss your progress in relation to the criteria below. Place your team in the relevant quadrant and look at the corresponding next steps below.



Whichever quadrant your team falls into, below are suggested next steps...

1. Further research the structural inequities of your stakeholders
2. Your team is ready to move on
3. Further research the structural inequities of your stakeholders as well as engage with them to get their point of view
4. Have a discussion as a team to ensure you have done the work you need to identify a meaningful problem



EQUITY REFLECTION

REFLECTION ON PROCESS

Reflect on the questions below as a team and make the needed adjustments to ensure that your design project is welcoming members of the community on to your design team and into the design process in order to elevate the voices of those closest to the problem.

How is your design work elevating the voices of underrepresented groups?

How did you engage community members as co-designers? Was it successful?
How might you invite more participation from the community in the next phase?

Reflect as a team to ensure that your design work is working to create a more equitable society for all groups.

STORYTELL: PROCESS REFLECTION



TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

Describe your process to this point.

What was positive about this approach?

How would you have done this differently?

What alternatives did you consider?

What methods were most effective?

What is your biggest unknown?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

What is your biggest challenge?

What is the biggest opportunity?

How do you feel about your current direction?

TEAM SHARE OUT

REFLECTION ON PROCESS

Reflect on the questions below as a team and then share out with those who are participating in your design critique.

How did your idea evolve?

Why do you believe this idea will improve the lives of your stakeholders?

Why is now the time for this idea?

TEAM SHARE OUT

REFLECTION ON PROCESS

Independently, reflect on how you team is working together by answering the questions below. Then share your reflections as a team.

What is the most important insight you gained during this phase of the design project?

Which part of this phase of the design project makes you feel most confident?

Which part of this phase of the design project makes you feel least confident? What is your team going to do to improve your confidence about this phase?

What was the most difficult part to collaborate on for your team? Why?

Reflecting upon your work, how could you have improved how your team works together in the future?

STORYTELL: DESIGN WORK CRITIQUE



DESIGN CRITIQUE



CRITERIA FOR MOVING TO THE NEXT PHASE

Use the rubric below to assess if your team has met all the **goals of this phase of the design project and are ready to share your work.** Circle the description that **most represents your team's progress.** For the **Project Status** criteria at the bottom of the rubric, consider as a team the progress you're making overall. The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Not Ready	Ready with Hesitation	Ready with Confidence
USE THE EVIDENCE YOU HAVE GATHERED THROUGHOUT YOUR PROJECT TO CREATE YOUR PROJECT PLAYBOOK - A GUIDE TO HELP COLLEAGUES UNDERSTAND THE DETAILS OF YOUR SOLUTION AND HOW TO IMPLEMENT IT	The team has not gathered enough evidence to thoroughly complete a Project Playbook.	The team has gathered some evidence but not enough to thoroughly complete a Project Playbook.	The team has gathered enough evidence and has thoroughly completed a Project Playbook.
SHARE YOUR PROJECT PLAYBOOK WITH COLLEAGUES IN ORDER TO GET FEEDBACK AND IMPROVE IT	The team has not shared their Project Playbook with their colleagues. They have not received any feedback.	The team has shared their Project Playbook with their colleagues, but they have not yet received any feedback.	The team has shared their Project Playbook with their colleagues and they have received feedback.
PITCH YOUR IDEA IN ORDER TO RALLY THE SUPPORT AND RESOURCES NEEDED TO IMPLEMENT YOUR SOLUTION	The team has not created a pitch deck or shared their pitch with the community.	The team has created a pitch deck but has not yet shared their pitch with the community.	The team has created a pitch deck and has shared their pitch with the community in order to get feedback.
PROJECT STATUS			
QUALITY OF THE STORYTELLING	The team has not created a compelling, human-centred story of their project.	The team has not yet created a compelling, human-centred story of their project, but they have begun the process.	The team has created a compelling, human-centred story of their project.
QUALITY OF THE PITCH	The team has not created a compelling, evidence-based pitch of their project.	The team has not yet created a compelling, evidence-based pitch of their project, but they have begun the process.	The team has created a compelling, evidence-based pitch of their project.
CONNECTION TO IMPROVING OUTCOMES	The team's story and pitch are not connected to the goal of improving outcomes for stakeholders.	The team is unsure if the story and pitch are connected to the goal of improving outcomes for stakeholders.	The team's story and pitch are connected to the goal of improving outcomes for stakeholders.

PROCESS CRITIQUE



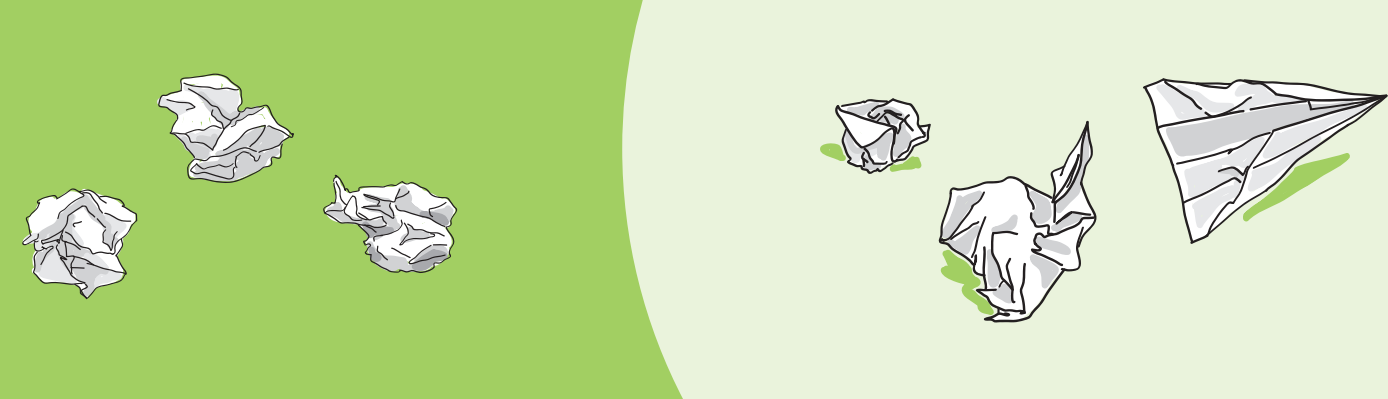
CRITERIA FOR IMPROVING PROCESS WORK

Use the rubric below to assess how your team is doing in terms of your **process work and the mindsets of Human-Centred Design.** Circle the description that **most represents your team's progress.** The **Design Coaches** will use this criteria during the **Design Critique** to give feedback to your **Design Lead**.

	Partial Demonstration	Proficient Demonstration	Sophisticated demonstration
GET INSPIRED BY PEOPLE	The team is struggling to tell the story of the stakeholders they met and how their solution might improve the stakeholders' lives.	The team is making progress, but still struggling to tell the story of stakeholders they met and how their solution might improve the stakeholder's lives.	The team has successfully told the story of the stakeholders they met and how their solution might improve the stakeholders' lives.
MANY CYCLES OF PROTOTYPING ARE NECESSARY TO DEVELOP AN IDEA	The team is struggling to embrace the idea of multiple rounds of iteration	The team is making progress, but still struggling to embrace the idea of multiple rounds of iteration.	The team is embracing the idea of multiple rounds of iteration.
FEEDBACK IS A GIFT TO IMPROVE YOUR IDEAS	The team is struggling to seek and/or receive feedback about their pitch.	The team is making progress, but still struggling to see and/or receive feedback about their pitch.	The team is embracing the process of seeking and receiving feedback about their pitch.

Now, look at your responses as a team for both of the assessments and see if there are any **changes you want to make about how your are working together as a team.** Reflect on the **quality of your design work** and determine if you are **ready to move on to the next phase.** If are you feeling **less confident in any areas,** you might want to reach out to your **Design Coach** for help. If you have more than two areas where your team is not confident, **work together as a team to improve those areas before you move on.**

PITCH DECK CRITIQUE: STORYTELLING RUBRICS



INNOVATION RUBRIC: DESIRABILITY

Use this rubric to evaluate the desirability of your innovation.
Based on your reflections, you can make improvements to your innovation before you present.

	Developing	Emerging	Proficient
Community-Centred Being community-centred refers to whether or not your innovation is grounded in the needs and desires of the community; this should be supported by direct feedback from community members	Members of the community do not see how your innovation will benefit them and address their needs.	It is unclear whether the members of the community see how your innovation will benefit them and address their needs.	Members of the community describe how your innovation will benefit them and address their needs.
Originality Originality refers to whether or not your innovation offers a new intervention or a new use of a previously designed intervention.	Your innovation does not go beyond current practices and precedents in the community.	It is not clear your innovation goes beyond current practices and precedents in the community.	Your innovation does go beyond current practices and precedents in order to better meet the needs of the community.
Simplicity Simplicity refers to whether or not your innovation meets a need in a clear and straightforward way.	Your innovation is not easy to understand or use.	It is not clear whether your innovation is easy to understand or use.	Your innovation is easy to understand and use.
Connected to Improving Outcomes Being connected to improving outcomes refers to whether or not your innovation is clearly connected to the goals of the project.	Your innovation is not connected to the specific goals of this design project.	It is not clear how your innovation is connected to the specific goals of this design project.	It is clear how your innovation is connected to the specific goals of this design project.
Impact Impact refers to whether or not your innovation shows signs that it will improve outcomes for the community.	You are not seeing positive signs from members of the community about the impact of your innovation.	It is not clear whether you are seeing positive signs from the community about the impact of your innovation.	You are seeing positive signs from the community about the impact of your innovation.

Now, reflect on your responses as a team and see if any areas need improvement. Consider reaching out to your Design Coach for help.

PRESENTATION RUBRIC: VISUALS

Use this rubric to evaluate how well you utilize visuals in your presentation.
Based on your reflections and feedback you receive from others, make improvements to your presentation.

	Developing	Emerging	Proficient
Data Data refers to whether or not your presentation includes relevant data points and statistics that help you effectively make your pitch.	The slide deck does not include any helpful data points or statistics.	The slide deck has several data points but they are distracting and do not further the ideas of the presentation.	Data that is included in the slide deck is relevant and compelling; the data is presented in a way that is easy to understand.
Quotations Quotations refer to whether or not your presentation includes relevant quotations from community members that help you effectively make your pitch.	The slide deck either does not have any quotations or the quotations are irrelevant; quotations do not help support the flow of the presentation.	The slide deck either has too many quotations or the quotations are irrelevant or it has several quotations but they are distracting and do not further the ideas of the presentation.	Quotations that are included in the slide deck are relevant and compelling; the quotations presented are from members of the community who participated in the design project.
Text Text refers to whether or not your presentation includes relevant text on slides that help you effectively make your pitch.	The slide deck has either too much text or the text is irrelevant; text is distracting and leaves the audience confused.	The slide deck has an appropriate amount of text but it is distracting and does not further the ideas of the presentation.	Text that is included in the slide deck is relevant and compelling; the text is directly connected to the community who the presentation is focused on.
Images Images refer to whether or not your presentation includes relevant images from the community that help you effectively make your pitch.	The slide deck has either too many images or the images are irrelevant; images are distracting and leave the audience confused.	The slide deck has several images but they are distracting and do not further the ideas of the presentation.	Images that are included in the slide deck are relevant and compelling; the images are directly connected to the community who the presentation is focused on.

Now, reflect on your responses as a team and see if any areas need improvement. Consider reaching out to your Design Coach for help.

PITCH DECK CRITIQUE: STORYTELLING RUBRICS



PRESENTATION RUBRIC: MESSAGE

Use this rubric to evaluate how well you communicate your innovation during your presentation.
Based on your reflections and feedback you receive from others, **make improvements to your presentation.**

	Developing	Emerging	Proficient
Problem Definition Problem definition refers to whether or not your presentation includes a clear definiton of the problem that helps you effectively make your pitch.	Presentation lacks a clearly defined problem and contextual information.	Presentation has a well-defined problem but lacks contextual information or a specific stakeholder.	Presentation has a very well-defined problem that is properly contextualized; it is clear who the stakeholder is and why this problem negatively affects their life.
Compelling Innovatiion Compelling innovation refers to whether or not your presentation includes a clear articulation of your innovation in a way that helps you effectively make your pitch.	Presentation lacks a clear solution.	Presentation includes a solution but it is not well connected to the stakeholder or the problem.	The solution or innovation is well-defined and clearly connected to the problem and the stakeholder; it is clear how the solution will improve the life of the stakeholder.
Logical Structure Logical structure refers to whether or not your presentation includes a logical structure that is easy to follow and that helps you effectively make your pitch.	Presentation is hard to follow and lacks a clear structure.	Presentation has a structure but irrelevant information is included.	Presentation has a strong, logical structure that supports the ideas you are trying to communicate.
Clear Call to Action Having a clear call to action refers to whether or not your presentation includes a clear call to action for the audience at the end of your pitch.	Presentation has no ask or call to action.	Presentation as a call to action but it is not clearly connected to the presentation.	Presentation as a clear and compelling call to action that feels like a logical conclusion to the presentation; the audience is motivated to participate.
Effective Storytelling Strategy Effective storytelling strategy refers to whether or not your presentation includes relevant and compelling stories from the community that help you effectively make your pitch.	Presentation was not tailored to a specific audience; you did not use stories from the field to help make your pitch.	Presentation was tailored to the audience but does not use stories from the field to help make your pitch.	Presentation was tailored to the audience, makes a well-designed appeal based on their values and effectively uses stories from the field to help make your pitch.

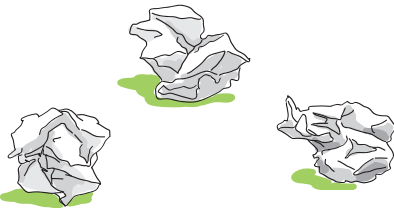
Now, reflect on your responses as a team and see if **any areas need improvement.** Consider reaching out to your **Design Coach** for help.

PRESENTATION RUBRIC: OVERALL

Use this rubric to evaluate how well you make your presentation.
Based on your reflections and feedback you receive from others, **make improvements to your presentation.**

	Developing	Emerging	Proficient
Preparation Preparation refers to whether or not your team is prepared to present and is able to guide the audience through the presentation smoothly.	The presenter(s) is clearly uncomfortable and unprepared; they do not know the materials and do not deliver them smoothly; materials have many errors.	The presenter(s) is nervous; they know the materials and but do not deliver them smoothly; materials have some errors.	The presenter(s) is comfortable; they know the materials and can deliver them smoothly; materials have been edited and refined.
Presence Presence refers to whether or not your team is able to present confidently and in a way that captivates your audience.	The presenter(s) do not have confident body language or eye contact; the delivery is not smooth.	The presenter(s) is working to have confident body language and strong eye contact; the delivery is somewhat smooth.	The presenters) has confident body language and strong eye contact; the delivery is poised and smooth.
Emotion Emotion refers to whether or not your presentation uses emotion and storytelling in order to effectively make your pitch.	The presenter(s) does not speak from the heart and it is not evident that they care about this problem.	It is evident that the presenter(s) care about this problem and the stakeholders they are working alongside.	The presenter(s) speaks from the heart and it is evident that they care about this problem and the stakeholders they are working alongside.
Overall Effectiveness of Presentation Overall effectiveness of presentation refers to whether or not your presentation is successful in engaging the audience to support your innovation.	Multiple elements of the presentation have problems; the presentation is not clear, logical or engaging; there is no call to action from the presentation.	Some of the elements of the presentation work together to create an engaging, presentation but the audience is not motivated to take action.	All of the elements of the presentation work together to create an engaging, convincing presentation that motivates the audience to take action.

Now, reflect on your responses as a team and see if **any areas need improvement.** Consider reaching out to your **Design Coach** for help.



STORYTELL: DIGITAL TEMPLATES

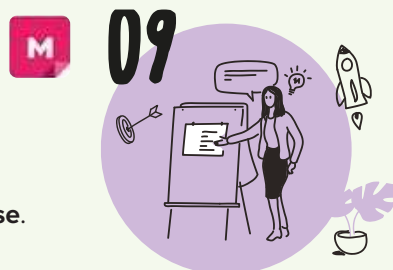


STORYTELL: DIGITAL TEMPLATES

#1

STORYTELL PHASE MURAL TEMPLATE

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



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

#2

DESIGN WORK JOURNAL

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

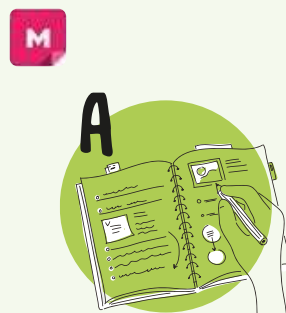


Scan this QR Code to access a PDF of the Design Work Journal

#3

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 to access a template for the Design Work Journal in Mural, an online collaborative platform.

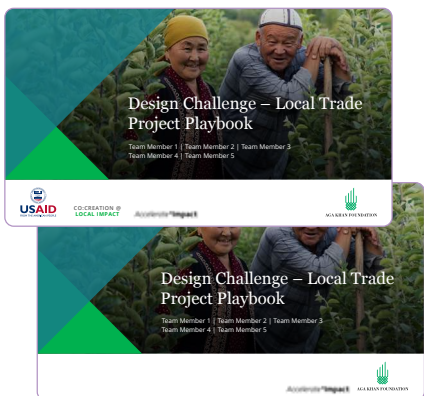


All of the **tools and resources** have **digital versions** that will allow your design team to capture your work, share it with others and collaborate while working remotely. Scan the QR codes below to access these resources.

#4

DESIGN CHALLENGE PLAYBOOK TEMPLATE

Use this slide deck template to create your team's **Project Playbook**



Scan this QR Code to access a slide deck template.

#5

DESIGN CHALLENGE PITCH TEMPLATE

Use this slide deck template to create your team's **Pitch Deck**.



Scan this QR Code to access a slide deck template.

ACKNOWLEDGMENTS AND GRATITUDE

Congratulations on completing your design project! We hope that you and your team found these tools and resources helpful. We also hope that your project and intervention are successfully implemented. Please let the Accelerate Impact team know how your project is going!

We are grateful to the Aga Khan Foundation programme staff who have engaged in this process, provided feedback and work hard every day to make a difference in the communities they serve.

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CONGRATULATIONS ON COMPLETING YOUR DESIGN PROJECT!



AGA KHAN FOUNDATION

A DESIGN WORK JOURNAL

Developed by:

Accelerate **Impact**