# DESIGN THINKING WORK KIT

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As the team get ready, we can move to the third phase of the journey: Discover. This is also the first stage of the Design Thinking process. In Design Thinking, it is of utmost importance to discover and define the problems before ideating solutions.

The goal of Phase 3 is to understand the current situation and think from users' perspectives. Hence, the following methodology and tools focus on unearthing users' real opinions and feelings and validating their problems, so as to provide adequate evidence and foundation for the solutions formulated later on.

The stage of discovering problems also allows the team to build relationships with potential users of the hubs and start accumulating users.
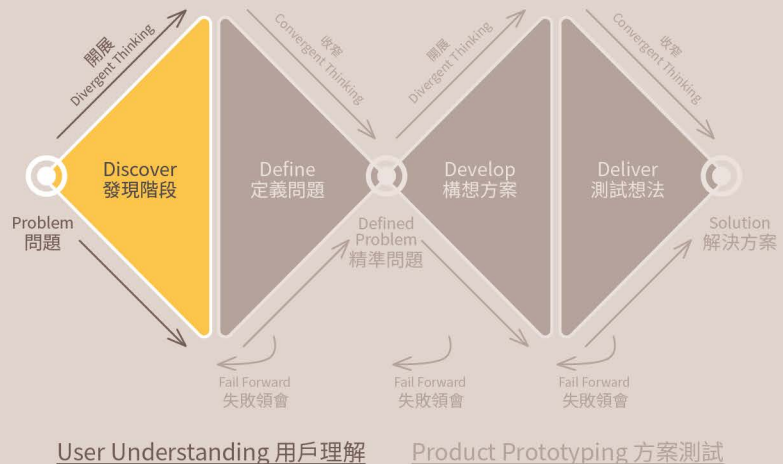


開展 Divergent Thinking

收窄 Convergent Thinking

開展 Divergent Thinking

收窄 Convergent Thinking

Discover
發現階段

Define
定義問題

Develop
構想方案

Deliver
測試想法

Problem
問題

Defined
Problem
精準問題

Solution
解決方案

Fail Forward
失敗領會

Fail Forward
失敗領會

Fail Forward
失敗領會

User Understanding 用戶理解          Product Prototyping 方案測試

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## Practical Skill 1:

**"What kind of perspective should I look into when discovering users' needs?"**

At the Discover stage, it is important to **be open-minded and objective.** As everyone has a different way of thinking, it is normal that you cannot fully understand the users. The key is to appreciate such difference(s), and to be willing to listen to the users and accept these differences. It is paramount to be empathetic at this stage.

**Do everything with empathy.** The key is to set aside your own identities when you put yourself in the users' shoes. Instead of considering yourself as "social workers" or "seniors", try to become your users' listeners and empathise with their emotions and experiences.

**No judgement is contained** at this stage because you will be screening your discoveries in the later stages. What matters most at this stage is to be able to relate to the feelings of the users. It is crucial not to be limited by your judgement.

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## Practical Skill 2:

### " How should I get started? "

What exactly will we "discover" at this stage? How will the "problems" be reflected?

Another keyword at this stage, besides "empathy", is "**pain points**". As the name suggests, pain points are specific problems that make users feel pained and uncomfortable.

When talking to your users, they may tell you their likes, dislikes or specific experiences in the past. They may not directly tell you their feelings or explain the reasons behind them. This means you will need to empathise with the users – feel their pain points as you try to put yourself into their shoes. Mutual understanding always comes your way when you and your users communicate sincerely. With a deep understanding of their pain points, you will be able to create ideas for them through the whole Design Thinking journey, thus finding the right solution to their pain points.

The goal of the Discover stage is to look for pain points from the experience of the users. Try to ask, "What would you say was your most stressful experience?", or "tell me one of your most relaxing and memorable experiences". These questions allow you to dig into the perspective of the users, bring out your empathy and create a user-centric design.

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## Practical Skill 3:

### " How should I ask questions/listen to my users? "

Although we have learned to search for the users' pain points, it has never been easy for us to discover them in a short and brief interview.

First of all, your users may not be able to fully express themselves even when they have "finished" talking. **Always be curious**, and dig deep into their responses. Keep asking "why" to dwell into their hidden needs. There are various Design Thinking tools that help you unearth users' hidden needs under different circumstances. The better you understand your users, the more possible solutions you can offer them later. In case your users do not feel like talking about themselves, try to explore the scenario from other perspectives or invite them to talk about others.

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Second, we need to be aware of the difference between "hearing" and "listening". Some teams may not be good at asking questions, or may be unable to let go of their assumptions and truly empathise with their users. If this is the case for your team, you may consider inviting external experts to conduct interviews. A deep, extensive and accurate understanding of your users' pain points is vital to create solutions that fit their needs.

Lastly, pay attention to those whom you have not interviewed. Sometimes, it is easier for your team to invite users who are extroverts or are more willing to share their experiences. However, do not miss out on those who have not yet expressed their opinions and feelings. Try to ask people around them to describe their characters, or observe these users' behaviours directly.

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**3/Discover**  1/Plan  2/Prepare  4/Define  5/Develop  6/Deliver  7/Build community

## What are hidden needs?

Hidden needs are the underlying reasons why someone wants something and makes a decision.

"Apparent need"

For example, one day your neighbour comes over and asks to borrow an electric drill. You might think what he needs is "an electric drill", but this is merely his "apparent need".

"Actual need"

If you ask him why he needs an electric drill, he might tell you that he wants to "drill a hole in the wall". This is what we call an "actual need".

"Hidden need"

If you ask further about why he needs to drill a hole in the wall, he might then tell you other reasons, such as "I want to put up a family photo", "I want to set up a shelf to store cleaning tools", "I want to put up a painting to improve my Feng Shui"…

The above shows three completely different hidden needs of your neighbour, namely "a harmonious family vibe", "a clean and tidy household" and "a chance to improve luck".

If you do not dig down to the deepest reason, you will not be able to understand the hidden needs of your users and come up with a solution that hits the spot. In the above case, "an electric drill" can represent entirely different "hidden needs". It would be meaningless to create a harmonious family vibe for your neighbour if he actually wants to improve his luck instead. Hence, it is crucial to understand your users' hidden needs in order to provide an effective solution.

3/Discover  Design Thinking Toolkit

# DESIGN THINKING WORK KIT

**3/Discover**

## Tool 1:
## Empathetic Interview

By interviewing stressed youth (target users), understand the source of their stress and other associated emotions.

| | |
|---|---|
| **Duration** | 20-30 minutes (can be adjusted according to the interviewee's condition) |
| **Environment & materials required** | A relaxing, quiet and familiar space; recorder, pen, paper, smartphone or laptop for research and information-sharing on the spot |
| **Attitude and skills** | Be sincere, objective, non-judgmental, respectful |
| **Participants** | 1-2 interviewees, 2 interviewers (1 interviewer and 1 notetaker), 1 close friend of the interviewee to accompany him/her (if necessary) |
| **Expected outcome** | Understand the interviewee's feelings and hidden needs, discover pain points from past experiences and connect with the interviewee |

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1/Plan  2/Prepare  **3/Discover**  4/Define  5/Develop  6/Deliver  7/Build community

**Tool 1:**
**Empathetic Interview**

## Tool Sample

### Opening

- Introduce yourself
- Briefly introduce the purpose and format of the interview

### Preparation

- Test the interview questions in advance
- Understand your interviewee's background
- Choose a suitable interview format and style

### Interview Questions

These questions will be used to understand the interviewee's past experience and feelings, which can cover:

- Sources of stress
- Hobbies and daily routines
- Impressions on youth centres
- Ways to de-stress
- Spaces he/she likes
- Impressions on social workers

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

### Conclusion

- Brief interviewee on the next steps of the project
- Thank the interviewee for his/her input and invite him/her to future activities
- Provide additional channels for the interviewee to express his/her opinions later on

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## 3/Discover

1/Plan  2/Prepare  **3/Discover**  4/Define  5/Develop  6/Deliver  7/Build community

**Tool 1:**
**Empathetic Interview**

**Example**

**Opening**

- Introduce yourself
- Briefly introduce the purpose and format
  of the interview

**Preparation**

- Test out the interview questions in advance
- Understand your interviewee's background
- Choose a suitable interview format and style

**Interview Questions**

These questions will be used to understand the interviewee's past experience and feelings,
which can cover:
- Sources of stress
- Hobbies and daily routines
- Impressions on youth centres

- Ways to de-stress
- Spaces he/she likes
- Impressions on social workers

1. What makes you feel the most stressed?
2. When was the last time you felt helpless?
3. How did you handle your stress last time?
4. Where do you go when you want to relax and rest?
5. What do you usually do when you are unhappy?
6. Describe 1 or 2 spaces/places that you like.
7. Where do you usually hang out with your friends? Why?
8. What do you think youth centres are lacking?
9. What is/are your impression(s) of social workers at youth centres?

**Conclusion**

- Brief interviewee on the next steps of the project
- Thank the interviewee for his/her input and invite him/her to future activities
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**Tool 1:**
**Empathetic Interview**

## Why:

- Understand your users' needs, feelings, motivations and opinions in detail
- Discover blind spots in existing services and users' true feelings towards them
- Collect evidence to support and inspire discussion on future solutions and service innovation

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**Tool 1:**
**Empathetic Interview**

## How:

**Step 1:** Draft interview questions
- List interview questions according to the topic and level of difficulty.
- Try to ask open-ended questions, avoiding leading questions.
- Remember to ask users about their feelings and past experiences.
- Test the draft questions on your team.
- Beware that some questions might trigger the interviewee's emotions. Seek professional assistance if necessary.

**Step 2:** Select target interviewees
- Understand the target interviewee group and their background.
- With your target users in mind, list a few names and their characteristics.
- Discuss the characteristics of interviewees and places they like to go.

**Step 3:** Plan and recruit interviewees
- Recruit and invite suitable interviewees.
- Decide on the date, time and venue of the interviews.
- Decide on the format of the interview record, such as written notes, audio recordings or typed notes.

**Step 4:** Conduct interviews
- Conduct the interview like a casual chat. Ask different questions and always observe the interviewees' responses and emotions.
- Listen carefully to users' stories and experiences, discover their pain points.
- Jot down users' responses in full sentences, especially key quotes that are memorable.
- Make use of the 5W1H questions (What, Why, Who, Where, When, How). Ask follow-up questions when necessary to gain a deeper understanding of users.

**Step 5:** Post-interview summary
- Select around 10 key quotes (in full sentences) from your interview notes.
- Write a brief interview summary, list the main points and key messages for future reference.

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**Tool 1:**
**Empathetic Interview**

## Tips:

1  Try to create an environment in which users will feel sufficiently safe and relaxed to express their feelings and opinions. Speak with a soft tone of voice.

2  Try to match their language and choice of words while talking so as to make them feel more comfortable. This can encourage them to share more information about themselves.

3  Try to let the interviewee speak more, help him/her to talk about his/her stories.

4  Notify your interviewee if you need to record the interview. Explain the reasons, seek the interviewee's permission and promise to keep all interview content confidential.

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## Tool 2:
## User Journey Map

Learn about the details and feelings of your users when they are sharing an experience that is particularly memorable.

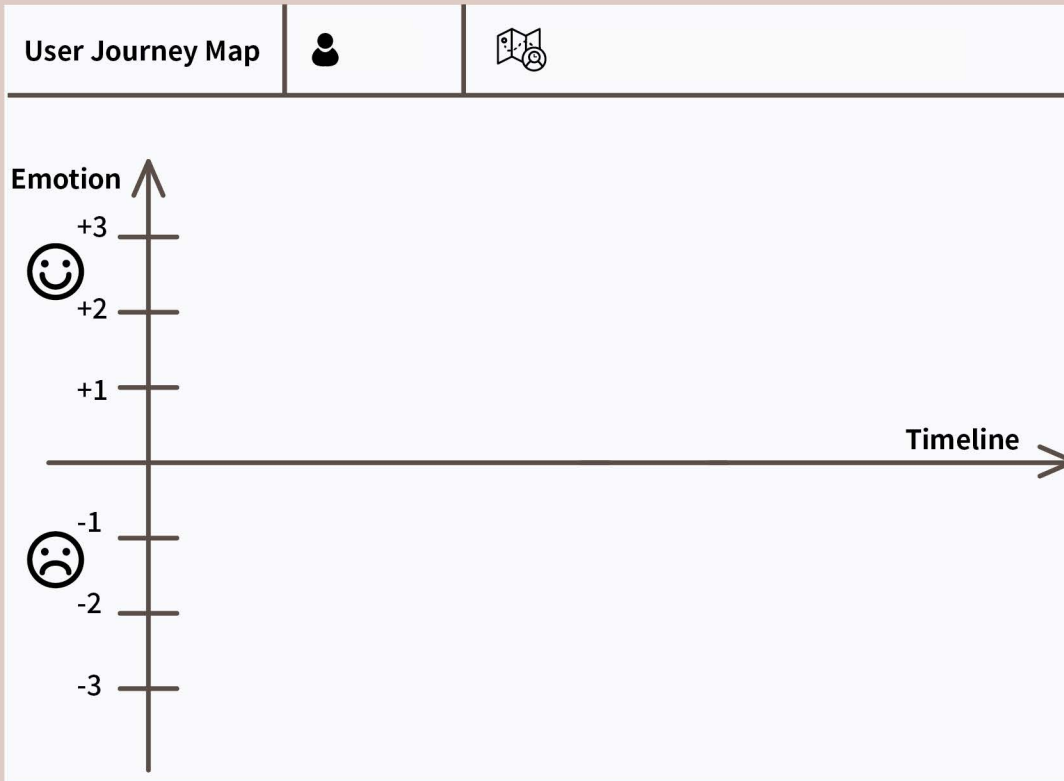| | |
|---|---|
| **Duration** | 8-10 minutes (This tool can be used during Empathetic Interviews) |
| **Environment & materials required** | A4/A3 paper, post-it notes (red and yellow), pen, recorder |
| **Attitude and skills** | Be open-minded, curious and willing to explore |
| **Participants** | 1-2 interviewee(s), 2 interviewers (interviewer and notetaker), 1 close friend of the interviewee to accompany him/her(if necessary) |
| **Expected outcome** | Remind users about the details and feelings of a particular experience so as to understand their needs and pain points |

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## 3/Discover

**Tool 2:**
**User Journey Map**

## Tool Sample

| User Journey Map | 👤 | 🗺️ |
|---|---|---|

**Emotion**

+3

☺

+2

+1

**Timeline** →

-1

☹

-2

-3

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## 3/Discover

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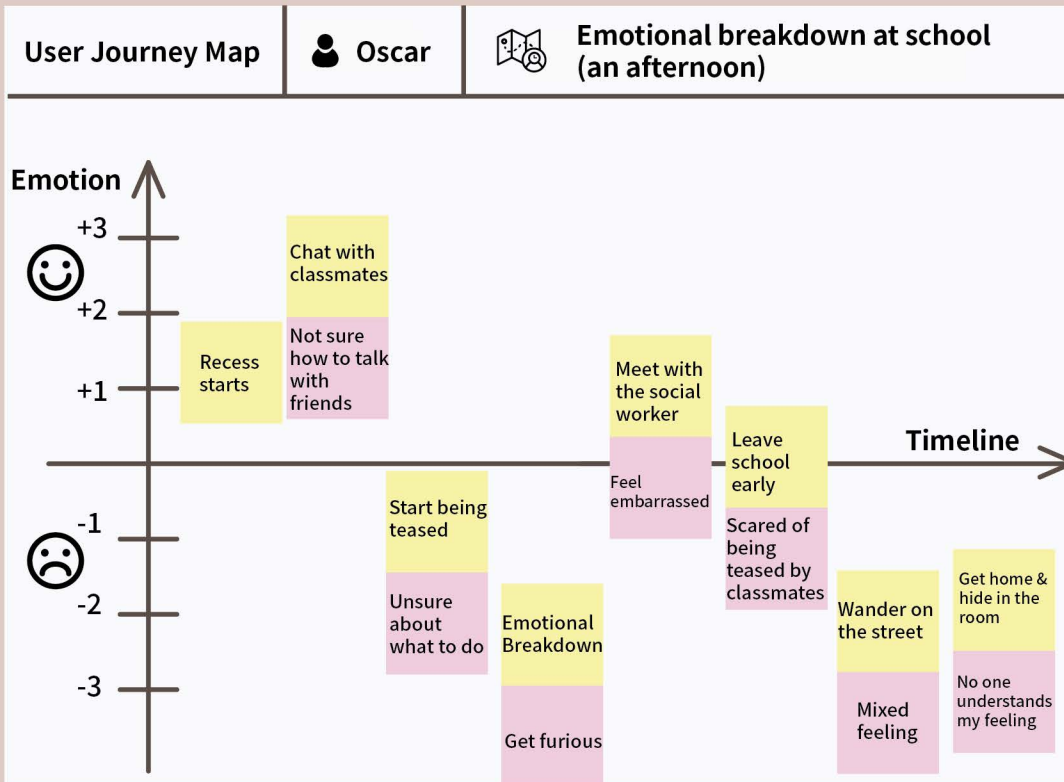
**Tool 2:**
**User Journey Map**

**Example**

| User Journey Map | 👤 Oscar | 🗺️ Emotional breakdown at school (an afternoon) |
|---|---|---|

**Emotion**

+3

☺

+2

+1

-1

☹

-2

-3

**Timeline**

Chat with classmates

Not sure how to talk with friends

Recess starts

Start being teased

Unsure about what to do

Emotional Breakdown

Get furious

Meet with the social worker

Feel embarrassed

Leave school early

Scared of being teased by classmates

Wander on the street

Mixed feeling

Get home & hide in the room

No one understands my feeling

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**Tool 2:**
**User Journey Map**

## Why:

- Put yourself in your users' shoes to gain a deep understanding of them and immerse yourself in some of their particularly memorable experiences
- Allow users to recall their experiences and feelings in detail
- Illustrate the process and emotional changes in those experiences by stages
- Visualise users' problems and troubles (pain points) in order to find out areas of improvement and possibilities for innovation

# DESIGN THINKING WORK KIT

## 3/Discover

**Tool 2:**
**User Journey Map**

## How:

**Step 1:** Choose a memorable experience that you want to learn more about
- When your user shares his/her memorable experience during the interview, ask him/her to elaborate further.
- Ask about the timeframe of the experience– it could be two hours, one day, a few weeks or even a few months.

**Step 2:** Introduce the User Journey Map
- Brief your users on the purpose of the User Journey Map. Ask them to share their memorable experiences in detail and complete the User Journey Map together.
  The User Journey Map consists of the following components:
  - **Touchpoint**: Important moments or sessions within the whole experience
  - **Pain point:** Things that users find unhappy to them, uncomfortable or missing in their lives
  - **Emotion:** Users' emotional highs and lows at different touchpoints (When do they feel happy or unhappy?)

**Step 3:** List the "touchpoints"
- Invite your users to write down various touch points on yellow post-it notes and put them horizontally on the User Journey Map.

**Step 4:** List the "pain points"
- Write down the "pain points" on red post-it notes and put them under each "touchpoint".

**Step 5:** Visualise the emotional change
- According to users' descriptions, move the post-it notes up and down to reflect their emotions at the respective touchpoints.

**Step 6:** Visualise the emotional change
- Review the completed User Journey Map with your users. Check if there are missing items and if there is a need to remove unnecessary details, in order to highlight the major events.

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**Tool 2:**
**User Journey Map**

## Tips:

1  The emotions at different touchpoints should be different - invite your users to clarify the differences in their emotions and feelings between different moments.

2  Pay attention to and discuss the touchpoints at which your users experience their highest and lowest emotions. They are all worth discussing.

3  Feel free to decide if you want to apply the User Journey Map during an Empathetic Interview. Sometimes you will use the User Journey Map more than once, and sometimes you will not use it at all, depending on the experiences shared by your users.