DESIGN THINKING WORK KIT

1/Plan   2/Prepare   3/Discover   4/Define   5/Develop   6/Deliver   7/Build community
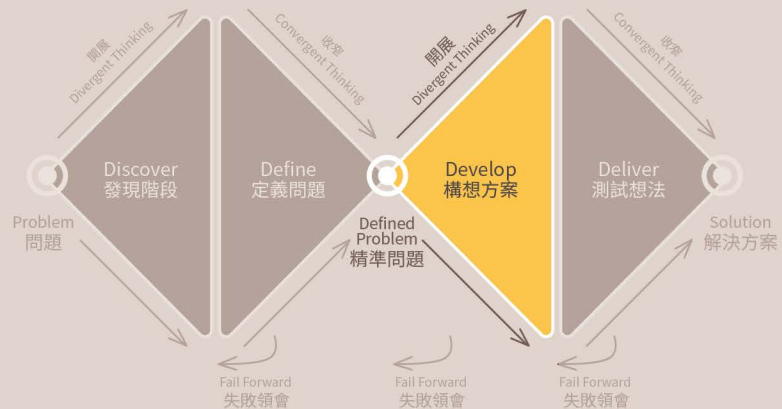
DESIGN THINKING WORK KIT

After defining the key problems, we begin brainstorming. Throughout the Design Thinking process, there are two particular stages where we must think divergently: "Discover" (Phase 3) and "Develop" (Phase 5). During these stages, we must be expansive in our thinking and consider different possibilities before consolidating these ideas into a viable solution.

At this stage, we strongly suggest that project team invite target users to generate ideas together. By doing so, they can receive immediate feedback from the users. By better understanding users' opinions, feelings, preferences and hidden needs, they can keep improving the ideas. The team can also invite the users to screen, evaluate and provide feedback during the development process, as this will provide reasoning for the future design decisions.

Divergent Thinking 發展
Convergent Thinking 收窄

Problem
問題

Discover
發現階段

Define
定義問題

Defined Problem
精準問題

Develop
構想方案

Deliver
測試想法

Solution
解決方案

Fail Forward
失敗領會

Fail Forward
失敗領會

Fail Forward
失敗領會

<u>User Understanding 用戶理解</u>   <u>Product Prototyping 方案測試</u>

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Practical Skill 1:

" How can we generate good ideas? "

Before beginning brainstorming, the project team and participants should have a clear understanding of:
1) who the target users are,
and 2) the key problem(s) defined in previous stages.

For instance, the team and participants can review the target users and their corresponding needs by referring to the previously concluded 'Persona(s)'. Everyone must clearly understand the target users' needs in order to brainstorm ideas that fit their requirements.

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Below are some tips to help participants generate great ideas:

Provide enough time for ideation. Participants are usually more creative when they are given enough time and space. Never press your participants to share their ideas in a hurry.

Create a relaxing environment. It is difficult for participants to develop good ideas in a tense environment. Instead, try creating a relaxing space and atmosphere. Consider providing snacks to help motivate participants and get their creative juices flowing.

Conduct warm-up activities before the session starts. Thinking is an exercise for the brain, so be sure to warm up before starting. The organiser may choose to begin with various activities and games, or inspire participants by showcasing relevant local or foreign case studies.

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Practical Skill 2:

" **What should I be aware of if I am to generate ideas with my target users?** "

At the beginning of the session, you need to create a common language for your participants and let them understand the status of the project thus far and the findings from previous stages. This is a crucial step to align all participants with the goals and expected outcomes of the ideation session.

Also, facilitators need to spur participants' imagination. The team should also mention the physical setting of the space and the scope of activities, and explain their limitations. For example, what can and cannot be created and the reasons behind that. It's important to set some expectations for the ideation session.

Lastly, the team should record participants' ideas in detail when they are sharing them. This allows the team to review the results later and avoid misinterpretations.

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Practical Skill 3:

" There is a variety of tools for brainstorming, so what should we be aware of? "

While different brainstorming tools help capture different perspectives and ideas, we should focus on the participants' mentality and pace during the activity.

Before the session starts, the team should remind participants of the following 'Eight Ground Rules of Brainstorming' :

- **Go for Quantity:** The more ideas the team generate, the better the final solution will become in quality. Try to write down all the ideas that cross your mind!

- **Encourage Wild Ideas:** Do not limit your imagination. Write down whatever you can think of!

- **Be Visual:** Use texts, images and models to express your ideas so that others can understand them more easily.

- **Build Upon Ideas:** Try to generate new ideas by combining several existing ones or by referencing other people's ideas.

- **Defer Judgement:** For now, do not comment on the feasibility of others' ideas.

- **Stay Focused:** Do not drift from the topic when you are currently brainstorming.

- **Don't Interrupt:** Be patient and do not interrupt when others are sharing their thoughts.

- **Keep it Simple:** Do not spend too much time on the same idea. Don't sweat over the fine details.
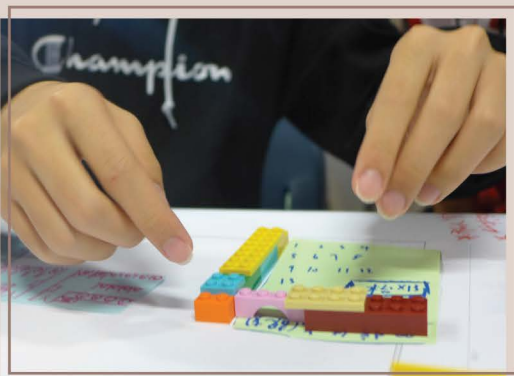
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How can we facilitate the ideation session if it is conducted online?

- Online activities often have a tight schedule. Send participants a reminder beforehand to avoid anyone being late or absent.
- Participants generally have a shorter attention span during online activities. We recommend keeping online activities to less than 2.5 hours.
- Leave some time at the beginning of the session for participants to acquaint themselves with each other and to warm up.
- With a variety of online meeting platforms available, the team should briefly outline the functions of the meeting platform at the beginning of the meeting to ensure smoother communication.

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Tool 1:
Brainstorming

Brief your participants on the project status thus far and the previous findings, then begin to generate numerous innovative and relevant ideas.

Duration	30 minutes to 1 hour
Environment & materials required	Light music, spacious environment, video recorder, snacks, post-it notes, coloured pencils, photo references
Attitude and skills	Be open-minded and curious
Participants	All team members, participants of the session, professionals from relevant fields (if necessary)
Expected outcome	Numerous ideas based on the defined key problems, each participant having selected his/her preferred ideas

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Tool 1:
Brainstorming

Tool Sample

Brainstorming
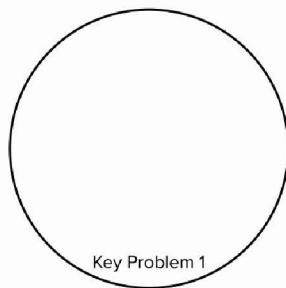
Key Problem 1

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Tool 1:
Brainstorming

Example

Brainstorming

Make use of the natural sunlight and the views by the window for daydreaming

Projector

Anonymous inbox

warm, natural sunlight

Growing Plants

Bed

Poems (classical music)

Neck pillow

Music

Sound proof

Cleanliness

Warm lighting

Anonymous chat wall

How might we design a safe space for youths to relax?

Key Problem 1

Bean bag couch

Hand Drip coffee/tea

Natural elements

Flowing water

Guitar & piano

Me-zone

yoga

Large sofa

self-service food counter

VR seaview

Soft diffuser

Confession under the sun

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Tool 1:
Brainstorming

Why:

- Let participants learn about the possibilities and limitations of the project
- Develop as many ideas as possible from the participants' perspectives
- Consider and discuss a wide variety problems and concerns

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Tool 1:
Brainstorming

How:

Step 1: **Encourage imagination**
- Share various case studies to spur the participants' imagination and increase their engagement.

Step 2: **Explain the ground rules of the ideation process**
- Share 'The Eight Ground Rules of Brainstorming' (see above) with the participants and explain how post-it notes will be used. Each post-it note should only have one idea on it for easier comparison.

Step 3: **Generate new ideas**
- Set a time limit and let participants think freely about different ideas.

Step 4: **Pick the ideas**
- Each participant will select two or three ideas that he/she would like to implement on a first come, first served basis. If the preferred idea is already selected, the participant must choose another one.

Step 5: **Share your choices**
- Invite participants to share their choices and rationales. The organiser should pay special attention to ideas that arouse participants' interest and spark discussion.

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Tool 1:
Brainstorming

Tips:

1 A fun and relaxing atmosphere when brainstorming helps engage your participants and generates better ideas.

2 Ensure that participants know the duration and goals of the session. Misunderstandings about its purpose may lead to a lower level of engagement.

3 The sharing of ideas is critical during the brainstorming process. Participants are more likely to share their ideas if engaging with people with whom they are already familiar.

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Tool 2:
Choice Matrix

Select and integrate the participants' favourite ideas to formulate a space design solution.
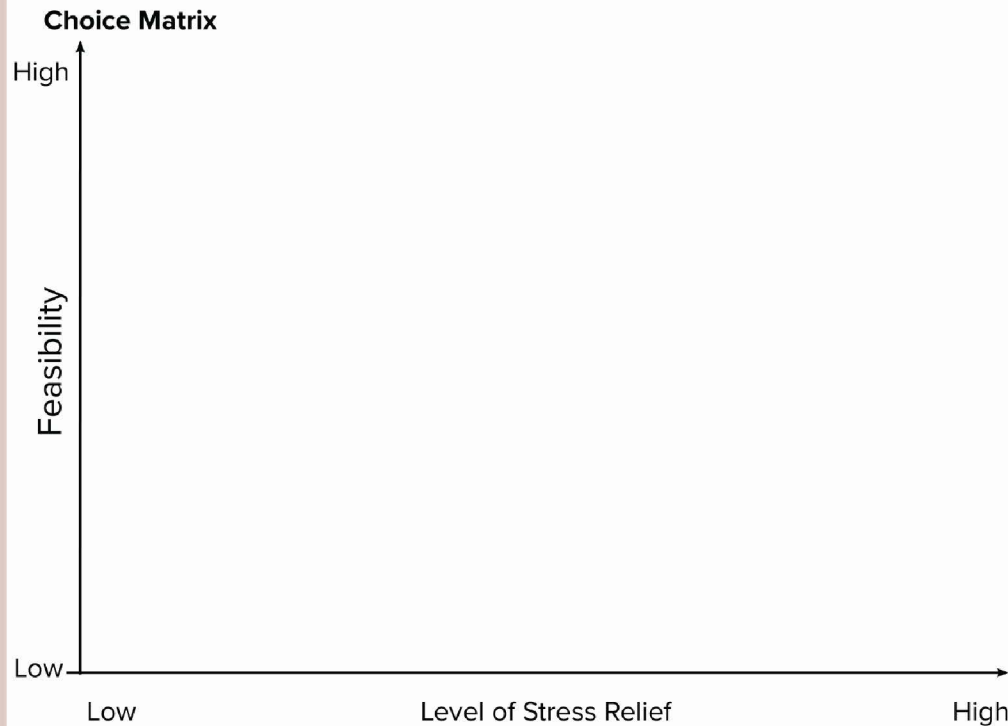
Duration	45-60 minutes
Environment & materials required	Light music, spacious environment, video recorder, snacks, post-it notes, coloured pencils
Attitude and skills	Be open-minded, curious and avoid criticism
Participants	All team members, participants of the session, professionals from relevant fields (if necessary)
Expected outcome	High-quality ideas and space design solutions

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Tool 2:
Choice Matrix

Tool Sample

Choice Matrix

High

Feasibility

Low

Low   Level of Stress Relief   High

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Tool 2:
Choice Matrix

Example

Choice Matrix

High

Feasibility

Low

Low   Level of Stress Relief   High

Bean bag couch

Anonymous chat wall

Me-zone

Make use of the natural sunlight and the views by the window for daydreaming

Hand Drip coffee/tea

Guitar & piano

Confession under the sun
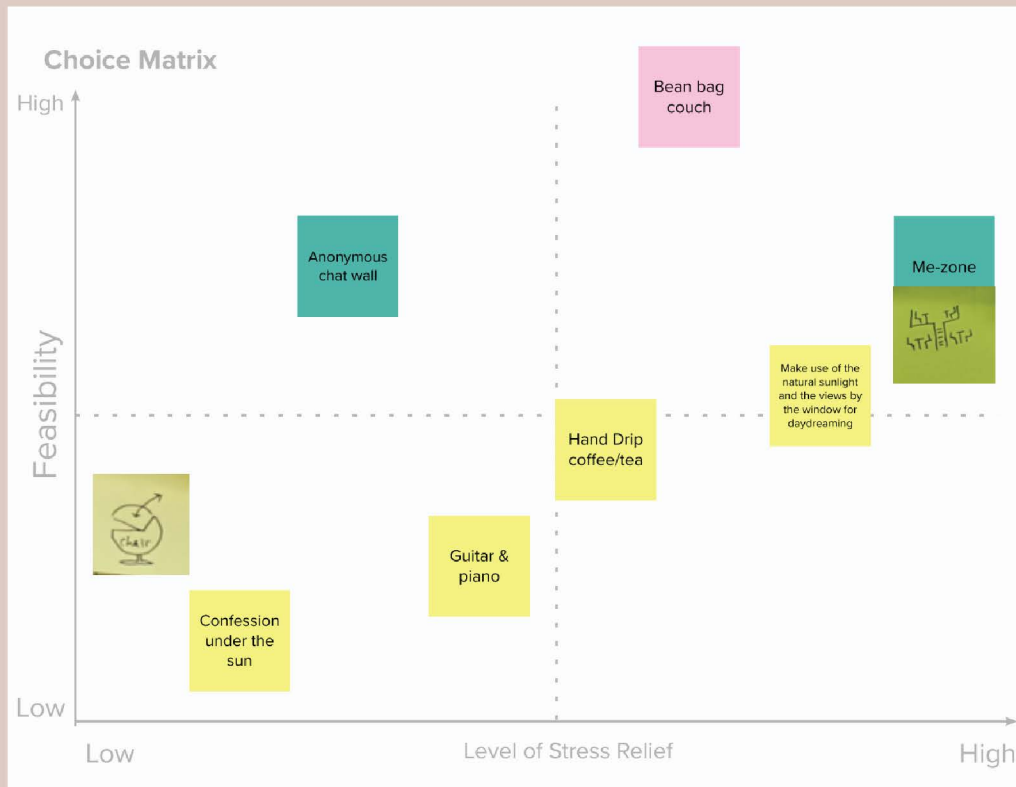
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Tool 2:
Choice Matrix

Why:

- Analyse the participants' preferred ideas systematically
- Find out the best and most viable ideas
- Combine various ideas into one complete idea

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Tool 2:
Choice Matrix

How:

Step 1: Prepare the Choice Matrix template
- Extract the important values of your project, such as "feasibility", "level of stress relief", "cost" and "innovativeness".
- Select two of the more important values with the team and assign them onto the x-axis and y-axis of the Choice Matrix.

Step 2: Put the ideas onto the Choice Matrix
- Discuss the ideas with the team and paste the ideas onto the Choice Matrix.
- Compare different ideas and adjust their positions accordingly.
- Try to reach a consensus when participants express different views.

Step 3: Review and select viable ideas
- Divide the Matrix into four quadrants and review the ideas in each quadrant.
- Discuss and select preferred ideas to be further developed.

Step 4: Combine different ideas, then visualise and present the solution
- Integrate these ideas and paste them onto suitable areas of the floor plan of the hub. You could also visualise your design idea using LEGO and share it with others.

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Tool 2:
Choice Matrix

Tips:

1 Participants (users) are the key players during the brainstorming process. The role of the project team members is to provide objective information and assistance, and help participants express their opinions. Team members should encourage participants to share their ideas as much as possible. Do not drive the discussion with your own ideas.

2 The team can remind participants to consider various factors when designing the space, such as the characteristics of the space, its orientation, locations of windows and facilities in the surrounding neighbourhood.