DESIGN THINKING WORK KIT

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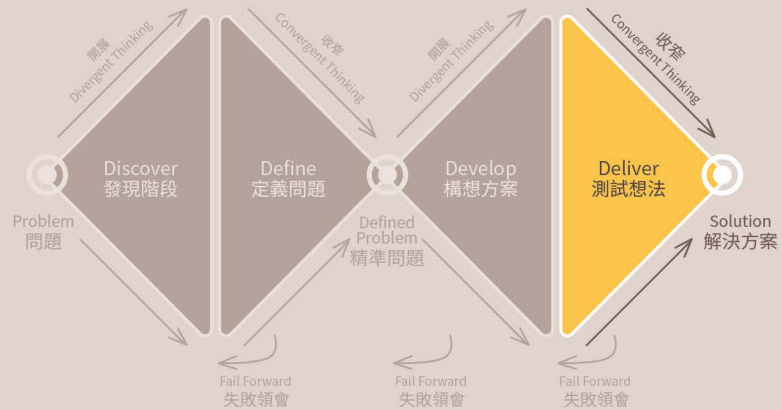
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6/Deliver

After brainstorming ideas, your next step will be to put them into practice and test them out. In this phase, we test the ideas with the users using a prototype, a simulation of the actual solution to demonstrate its core characteristics. What are the key hypotheses? How can we validate the effectiveness of the solutions with minimal time and cost? This will be the focus of this phase.

This is the last step of the 4Ds (Discover, Define, Develop and Deliver) from the Design Thinking Double Diamond Model, and is the second time within this process that we need to narrow our scope of thinking. In this phase, we will implement several solutions, start developing and testing them, and collect user feedback. We can then decide whether to improve the existing solutions, or discard the impractical ones.

Problem 問題

Discover 發現階段

Divergent Thinking 開展

Convergent Thinking 收窄

Define 定義問題

Defined Problem 精準問題

Develop 構想方案

Divergent Thinking 開展

Convergent Thinking 收窄

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

User Understanding 用戶理解   Product Prototyping 方案測試

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Practical Skill 1:

" How can we test the solutions effectively? "

When we propose a solution, we normally hold some assumptions such as believing that "board games can strengthen connections among strangers", or "an open space allows a range of usage possibilities". We should review these assumptions by observing and collecting users' responses through a prototype. Remember, the goal of testing is to validate your hypotheses. As of this phase, the prototype only needs to demonstrate the core characteristics of the solution. It does not need to be a perfect solution.

Below are some practical tips on how to test the solutions effectively:

Understand practical limitations and users' hidden needs. During the brainstorming stage, users may come up with fascinating ideas which are difficult to implement under various realistic constraints. It is therefore crucial for the project team to have a clear understanding of the users' "hidden needs" when they propose an idea. For example, when a user asks for a "swing set", his/her hidden need is most likely to be "have a sense of freedom and relaxation". If a "swing set" is not feasible, can we replace it with a hammock to provide that sense of freedom and relaxation?

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Make sure all details of the solutions are correct. Such details could be colour schemes, shapes and styles of the design. For instance, everyone has a different perception of colours. The colour pink perceived by Person A might be different from that perceived by Person B. Hence referring to actual "objects" or photos during discussions should be encouraged to allow the team and the users to be on the same page. If we can reach a consensus on the core elements and design details, the resulting solution will be more likely to meet users' expectations.

Listen to users' honest feedback with an open mind. The purpose of testing is to collect users' feedback and understand their preferences. This can prevent us from designing spaces or services that do not suit their needs. Receiving negative feedback during the experimentation phase is, in fact, a good pointer to our final work. On the one hand, it not only reveals what we should steer clear of from now on, but also shows that the participants are very engaged in the project. On the other, it reminds the team that they need to review their understandings of the users' hidden needs, which might be inaccurate.
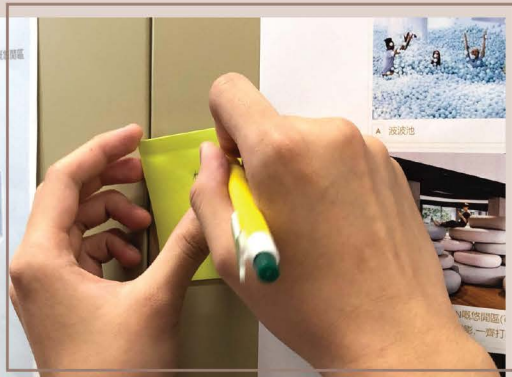
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Practical Skill 2:

" How can we strike a balance between meeting users' needs and the feasibility of the solution? "

There are two significant factors behind a successful spatial design solution. First, whether it addresses the users' needs; second, whether it is feasible. Present the solution to both the users and professionals from relevant fields. Gather their comments and assess the above two factors accordingly.

The team could first introduce the solution to professionals such as designers, engineers and psychologists, and ask them for a thorough analysis of the hub's unique features and limitations. This aids in assessing the feasibility of the solution, and prevents the team from making obvious mistakes.

Then, the team can gather the opinions of the users to understand if the solutions fit their needs. Invite them to comment on the design and use of the space. Simultaneously, explain the features and limitations of the space, such as the immovable position of water pipes or the poor soundproofing ability of sliding doors, to facilitate a smoother discussion. This can ensure that the solution is feasible and addresses users' needs at the same time.

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If the team has difficulties delivering the ideas to the users, consider hiring external consultants to summarise the professional advice and explain it to the users. The team could also invite the professionals to join the discussion for direct explanations. However, they should remind the professionals that their role in this exercise is to explain the limitations of space, not to persuade the users to adopt certain solutions. Authoritative comments from professionals might inhibit the users from talking freely about their thoughts.

Moreover, for solutions that are overly exquisite and professional, users might find them pleasant to read but also feel distanced from them, making it hard for them to comment. Taking the LevelMind@JC project as an example, some young users commented that they did not feel a sense of belonging to delicate spaces, as it was difficult to add personalised elements to them. Therefore, it is better not to provide overly exquisite and detailed design plans to users during this testing phase.

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Practical Skill 3:

" How do we collect user feedback in the Deliver phase? "

1. **Invite users to a Feedback Workshop.** After brainstorming ideas for the solution, the team could invite a few types of target user to attend a Feedback Workshop and discuss the solutions in detail. A Feedback Workshop is different from a Brainstorming Workshop. Participants are required to discuss options based on the proposed solution in order to narrow them down to a direction. The main objective of a Feedback Workshop is to invite users to offer their feedback, which helps the team empathise with users and review the proposed solutions from a new perspective.

   During the workshop, the team needs to be extremely familiar with the core information about the project, including details of the proposed solutions, findings from previous user interviews, discussions in previous workshops and spatial limitations. This is essential as the team will need to answer the users' questions and facilitate discussion accordingly.

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2. Design a survey about the space and invite users to fill it in. The number of target users a workshop can reach is limited. Giving out surveys is an efficient way to reach out to more users. In the survey, we could introduce the design of the space in general, such as the colour scheme, lighting and furniture materials, and ask for the users' preferences on each of these aspects to decide the elements of the space. By engaging the young users to involve themselves in the design of the initial concept, we can increase their sense of belonging and anticipation towards the hub. Another advantage of distributing the survey would be allowing more of the users to learn about and understand the project within a short period of time.

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Tool 1:
Feedback Grid

Demonstrate the prototype of the solution, gather target users' opinions and feelings from different perspectives.

Duration	30 minutes to 1 hour
Environment & materials required	Post-it notes of various colours, A3 paper or larger size, A4 paper, 2-3 prototypes of the solutions, snacks, note-taking materials
Attitude and skills	Attitude and skills: Be familiar with the details of the solutions, listen carefully and prepare some back-up solutions
Participants	Participants: 1-2 facilitators for each group of 4-7 participants (target users)
Expected outcome	Expected outcome: Allow users to share their feelings towards the prototype. Use their opinions and insights for improving the solution.

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Tool 1:
Feedback Grid

Tool Sample

Feedback Grid

Likes ♥   ✚ Constructive criticisms

Questions ?   💡 New ideas

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Tool 1:
Feedback Grid

Example

Feedback Grid

Likes ♥

- Space for spending time alone
- Large area for leisure activities
- Self-study area
- Can dance in the multifunctional room with mirrors
- Trampoline
- Karaoke

➕ Constructive criticisms

- Use artificial plants instead of real ones to avoid attracting insects
- The door at the upper-right corner is too big – remove it to create more sense of space
- Install partitions to create more cosy spaces for spending time alone

Questions ?

- The activity room looks weird...don't know how to use it
- A chequered sofa in the leisure area? Might need to try it to know if it's good
- Shall we assign a staff member at the coffee corner?

💡 New ideas

- Wi-fi should be provided in the space for time alone
- Plants should be visible from the meeting room too
- The piano can be placed in the space for time alone
- Chargers are missing

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Tool 1:
Feedback Grid

Why:

● Conduct quick testing to learn about the users' thoughts on the prototype
● Allow the users to discuss the spatial elements and provide suggestions for improvements
● Spot potential problems of the solutions
● Test whether different types of target user have similar preferences and opinions
● Provide sufficient information for the design team to get the design started

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Tool 1:
Feedback Grid

How:

Step 1: Sort out the solutions
- Prepare two or three solutions generated from the Develop phase (Phase 5). Use pictures, models or other formats to display and present the features of solutions in a simple way. Ensure that rich images are used with a certain level of texture. Crude images will make participants lose interest.

Step 2: Prepare the tool
- Draw the Feedback Grid on a piece of A3 paper. Then distribute post-it notes of various colours, pens and A4 paper to each group for them to raise opinions and take notes any time.

Step 3: Introduce the process of feedback collection
- Explain to the participants the process and methodologies used in collecting their opinions, including instructions on how to use the post-it notes and the flow of discussion.

Step 4: Share the solutions and collect feedback
- Share the solutions one by one. Invite the participants to discuss them with regards to the four aspects of the Feedback Grid. Listen to their feedback carefully.

Step 5: Select a solution or try to integrate different solutions
- Discuss with the participants their favourite elements and integrate them into an initial solution. After the workshop, share the findings with the team internally.

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Tool 1:
Feedback Grid

Tips:

1 Provide a clear direction for the participants to carry out their discussions in a positive and constructive manner. A discussion without direction could easily affect the atmosphere negatively. The team should make appropriate reminders when the conversations stray off topic.

2 Some participants may be more subjective and approach the solutions with their personal preferences. If controversies arise when discussing opinions, the team can remind the participants of the characteristics of the Persona to reduce conflicts.

3 If the Feedback Workshop takes place online, remember to inform the participants of the workshop agenda beforehand, in order to increase their engagement and focus.

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Tool 2:
Survey for Initial Concept

Collect a large quantity of opinions from the target users through surveys to achieve a broader consensus. Promote the project by engaging the users.

Duration	2-3 weeks
Environment & materials required	Offline and online channels for distributing surveys, results of previous phases, drawing of the initial concept
Attitude and skills	Be willing to share details of the project and reach a consensus
Participants	Team members and all target users
Expected outcome	Allow a large number of target users to learn about the project and engage in it. Reach a consensus on the solutions

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Tool 2:
Survey for Initial Concept

Example

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Tool 2:
Survey for Initial Concept

Why:

- Confirm the preferences of a large number of target users towards the space (based on the proposed solutions)
- Adjust the use of space and design details accordingly
- Collect other important opinions (other than about the facilities and space structure)
- Demonstrate and promote to the users the core values of the hub to ensure a smooth implementation of the project
- Test the branding of the hub

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How:

Step 1: Consolidate details of the solution and discuss the positioning of the concept

- Review the previous findings on user understanding and the proposed solutions. Clarify the pertinent details. Next, decide on the theme and branding of the initial concept, as well as the messages that the survey should convey.

Step 2: Prepare the survey

Design and draft the survey. In the survey, provide relevant information about the solutions. Brainstorm how to collect opinions and gather extra thoughts.
Items that could be included in the survey:
- The overall colour scheme, lighting and furnishing materials used for the space
- The physical setting and instructions for using the space, such as opening hours, modes of social interaction and suggested practices (e.g. taking off your shoes before entering)
- Open-ended questions to collect additional comments on uncovered aspects
- Creative questions, such as asking the users to suggest a name for the space

Step 3: Prepare channels for distributing the survey

- Discuss with the team the means to distribute the survey, such as offline and online channels or various other ways. Make sure the survey reaches the users easily.

Step 4: Distribute the surveys

- Start distributing the surveys and specify the response period. Keep track of the survey's reach and the users' responses.

Step 5: Define 2-3 key problems to be solved

- Summarise the survey results and identify new discoveries and user feedback. Make appropriate amendments to the concept and start planning for its implementation.

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Tool 2:
Survey for Initial Concept

Tips:

1 Use pictures rather than text in the survey to maximise impact.

2 Use high-quality images in the survey. This will give respondents a better impression of the project and make them more interested in it.

3 Before launching the survey, invite some of the target users for a test run. Make necessary changes to any confusing content or wording. Sometimes, users' choice of words could be different from what you think.

4 Pay attention to the effectiveness of each distribution channel. Ensure that the survey can reach the users to collect their opinions.