



# DESIGN THINKING WORK KIT

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



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## 7/Build community

Once the Design Thinking Journey has ended with Phase 6, “Deliver”, we can move on to the execution of the project. The previous journey enabled us to find users’ needs, create the hubs and ideate services for the young people. To bring these ideas to reality, the team will need to plan the actual operation of the hub, the kinds of service to be offered and how to encourage users to get involved and participate.

During this phase, we suggest incorporating the idea of “Community Building” into the project, allowing users to be continuously involved in the process and even contribute. There are two types of communities we can build, namely a “User Community” and a “Social Worker Community”. The former can provide a large user base for continuous youth empowerment, and can be built using the connections and networks established in the previous Design Thinking journey; the latter enables social workers to share successful experiences and practice with each other to improve service quality and create different possibilities.



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### Practical Skill 1:

“How can we build a ‘User Community’ in which users will continuously participate in our project, so that we can empower them?”



Based on the experience of the LevelMind@JC project, the major challenge will be how to make the best use of the space. This includes how the team can enhance the users’ participation, build their sense of belonging and scale up the impact. Thus when building a “User Community”, we should try to offer different forms of participation.

An effective way of encouraging youth participation is the nurturing of “Youth Workers”, which involves those active users who are relatively more motivated. The hubs can invite these youth workers to lead different activities, or even hire them as part-time staff to let them connect with their fellow users. Previous cases show that this can be successful in enhancing the effectiveness of counselling. As youth workers share similar backgrounds and experiences to many of the other users, they can easily integrate into their social groups, enabling those users to express their true feelings. With these youth workers building an influence among peers, the project team will be able to get in touch with more users and gain deeper understanding of them.

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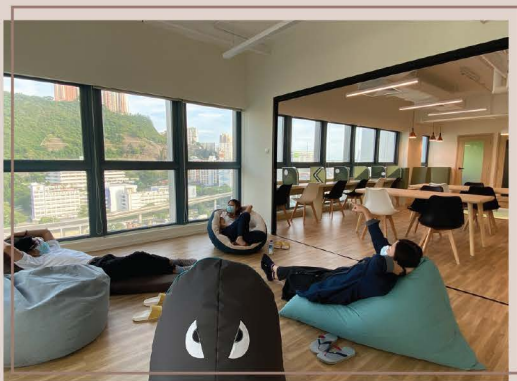
In addition, we can gradually introduce new forms of user participation at the hub. Different types of users may be interested in different activities and choose to engage at different levels. If the entry requirements for participation are lowered, users will be more likely to involve themselves and engage with others. In the long run, users can advance their levels of participation in the hub step-by-step and become fully empowered.

The team may apply various tools to examine the levels of participation of existing users, such as reviewing the current forms of participation. Before we start, think about the following questions:

“What is/are the role(s) of your users at your hub now? Are they mostly service users?”

“Does the current distribution of user participation match your expectations, like how many users are participating in service co-ordination and how many users are simply using the space? Is there anything we can change about it?”

“Does the current situation match the team’s vision? Can we introduce new forms of user participation to reduce the team’s workload and enhance the impact at the same time?”



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Mobilising the users themselves is a great way to get them contributing to the community.

Hubs can also extend their service reach and engage these users as extra manpower resources. Here are two major benefits of building a “User Community”:

- 1. Empower users effectively:** When encouraged to express their own ideas and co-create the space, the young users will find themselves capable and confident in creating their own youth space, as well as ideating innovative services.
- 2. Enhance users’ sense of belonging:** Every desk and chair could have a different meaning to the young users. When allowed to participate and discuss how the space can be changed, they develop a stronger sense of belonging towards the hub.

You may refer to “Tool 1: User Engagement Ladder” below to review your users’ participation in different activities and ideate new services and activities later.





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### Practical Skill 2:

“How can we establish a ‘Social Worker Community’ so we can connect with other hubs and social workers to create synergy?”



As well as building a “User Community”, social workers from different hubs and professional backgrounds can establish their own community. For example, social workers at different LevelMind@JC hubs can exchange information and ideas regularly to form a solid community.

The various hubs can be regarded as both peers and an extended team, because social workers from different hubs can share their experiences and insights, as well as their solutions when facing challenges (such as strategies to cope with COVID-19). By connecting and collaborating with other hubs, project teams will be able to gain new insights and think out of the box.

The form of communication does not need to be very formal – for example, it does not necessarily have to be a seminar, it can take the form of casual discussions, regular progress sharing or meet-ups. Project teams can exchange thoughts on service innovations, brainstorm ideas together, share memorable work experiences or challenges, or even respond to emergencies collectively.

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Since the hubs are located in different districts and serve different users, their operations may vary, even if they are all youth-friendly hubs. If fellow workers can support and inspire each other in the community, they will definitely discover more possibilities and connect with more new stakeholders in their services.

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### Tool 1:

## User Engagement Ladder

Review various levels of current user participation at the hub and discuss which activities and types require further enhancement

<b>Duration</b>	45-60 minutes
<b>Environment &amp; materials required</b>	A1 paper, post-it notes, pens, previous activity records
<b>Attitude and skills</b>	Review in detail and be open-minded about discussing items
<b>Participants</b>	Three or more team members
<b>Expected outcome</b>	Develop a deeper understanding of users' current form and distribution of participation, and explore possibilities for new services and activities



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Tool 1:

**User Engagement Ladder**

### Tool Sample

User Engagement Ladder					
Form of User Participation	[   ]	[   ]	[   ]	[   ]	[   ]
	Use	Share	Assist	Plan	Manage
User (Who)					
Incident (What)					

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Tool 1:

### User Engagement Ladder

#### Example

User Engagement Ladder					
Form of User Participation	[ 120 ]	[ 42 ]	[ 39 ]	[ 30 ]	[ 2 ]
	Use	Share	Assist	Plan	Manage
User (Who)	<b>Secondary school students:</b> Mary, Kit, Tom... <b>NEET:</b> Lung, Ming, Mei... <b>University Students:</b> Eric, Rita, Amy... <b>Employed youths:</b> Ching, Louis, Andy	<b>Secondary school students:</b> Mary, Kit... <b>NEET:</b> Lung, Ming... <b>University Students:</b> Eric, Rita... <b>Employed youths:</b> Ching	<b>University Students:</b> Eric, Rita... <b>Employed youths:</b> Ching	<b>Secondary school students:</b> Mary, Kit... <b>NEET:</b> Lung, Ming... <b>University Students:</b> Tracy <b>Employed youths:</b> Ching	Lesley Tracy
Incident (What)	<b>Hang out at the hub</b> - Chatting - Playing board games - Having snacks - Revising <b>Emotional Learning Group</b> Interest Classes - Leather DIY - Painting - Coffee	<b>Hub Information</b> - Opening Information - Activity Information <b>Hub resources</b> - Emotional Management Guide - Snacks <b>Referral</b> - Refer friends to hub - Be an ambassador	- Annual Carnival - Volunteering - Coffee class helper <div>Suggestions on snacks / board game choice: Volunteer for peer emotional support</div>	- Hub interior design - Ways to refer users to counselling - Coffee class arrangements <div>Markets for handicraft classes</div>	<b>Ad-hoc Jobs</b> - Graphic design - Campaign promotion <b>Short-term Jobs</b> - Event reception - Hub administration <div>Programme preparation</div>

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Tool 1:

### User Engagement Ladder

### Why:

- Review various forms of user participation in past activities systematically
- Understand the current distribution of various forms of user participation at the hub
- Reconsider the aforementioned distribution and gradually move towards higher levels of user participation

#### Different Forms of User Participation

Individual users can engage in the hub's activities in different ways. Their participation can be categorised into the following five forms (from low to high level of participation):

- **Use:** Join activities / Use the space / Buy products
- **Share:** Share information and resources from the hub / Introduce the hub to others
- **Assist:** Provide suggestions on the space and services / Volunteer
- **Plan:** Brainstorm, plan and organise activities and services
- **Manage:** Involve themselves in the operation of the hub

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Tool 1:

### User Engagement Ladder

#### How:

##### Step 1: Review past activities

- Review the activities at the hub over the past six months or one year that were designed for users.
- Discuss their respective levels of user participation (Use, Share, Assist, Plan and Manage).

##### Step 2: Write down the “User(s)” and “Incident(s)” under each form of user participation

- On the “Incident” row, write down the activities and services in which users previously engaged.
- On the “User” row write down the names of the users with the same form of participation.
- In the brackets [ ], write down the estimated number of participants for each form of participation.

##### Step 3: Discuss the distribution of the different forms of user participation

- Discuss whether the user distribution matches the team’s expectations.
- Discuss the reasons why certain activities have more/fewer participants.
- Discuss the forms of user participation the team wants to boost.

##### Step 4: Ideate new activities and services

- Discuss new forms of user participation and ways to boost participation for different activities and services.
- Taking “emotional support services” as an example, the existing forms of user participation of Hub A includes:
  - Use: Join “Emotional Learning Group”.
  - Share: Share “emotional management guide” with other users.
- New activities and services could be:
  - Assist: Take up the role of “volunteer for peer emotional support”.
  - Plan: Brainstorm ways to refer users to counselling.
- Write down the new ideas on post-it notes and paste them on the tool.

##### Step 5: Discuss the supporting resources needed for the new activities/services

- List the supporting resources for potential new activities/services.
- Invite relevant users to discuss the feasibility of the new activities/service.

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Tool 1:

**User Engagement Ladder**

Tips:



- 1 Users can have different forms of participation under the same activity/service. The team should try their best to list them out in the Tool.
- 2 As levels of user participation gradually increase along the User Engagement Ladder (Use < Share < Assist < Plan < Manage), it is normal for the number of participants to decrease as the level increases. If there is a form of user participation that is particularly popular, it would be worthwhile to discuss the reasons behind that.

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### Tool 2:

## Stakeholder Map II

Create a stakeholder map for the potential new service(s) or form(s) of user participation to visualise the relationships between different stakeholders.

<b>Duration</b>	45 - 60 minutes
<b>Environment &amp; materials required</b>	Stakeholder map printed on A3 paper, post-it notes (two colours), pens, results of the “User Engagement Ladder”, the previous “Stakeholder Map” (please refer to the “Stakeholder Map I” in Phase 1)
<b>Attitude and skills</b>	Discuss the potential scenarios in detail, and keep trying to analyse and point out different possibilities
<b>Participants</b>	All team members and relevant colleagues
<b>Expected outcome</b>	With new services or new forms of user participation introduced, develop an understanding about the stakeholder relationships and the supporting resources needed to launch new services.



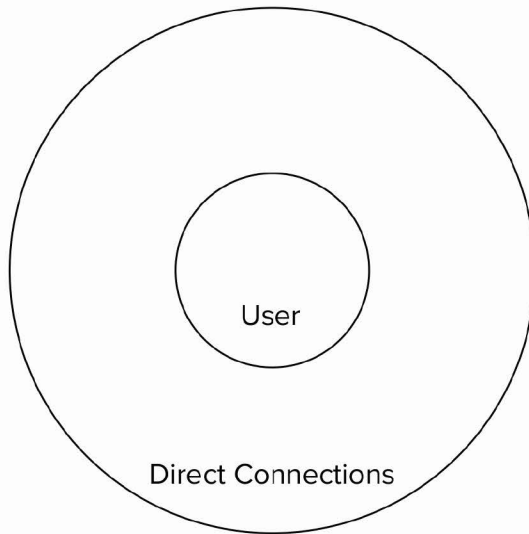
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### Tool Sample

#### Stakeholder Map II



Indirect Connections

Potential Collaborators

Tool 2:

**Stakeholder Map II**

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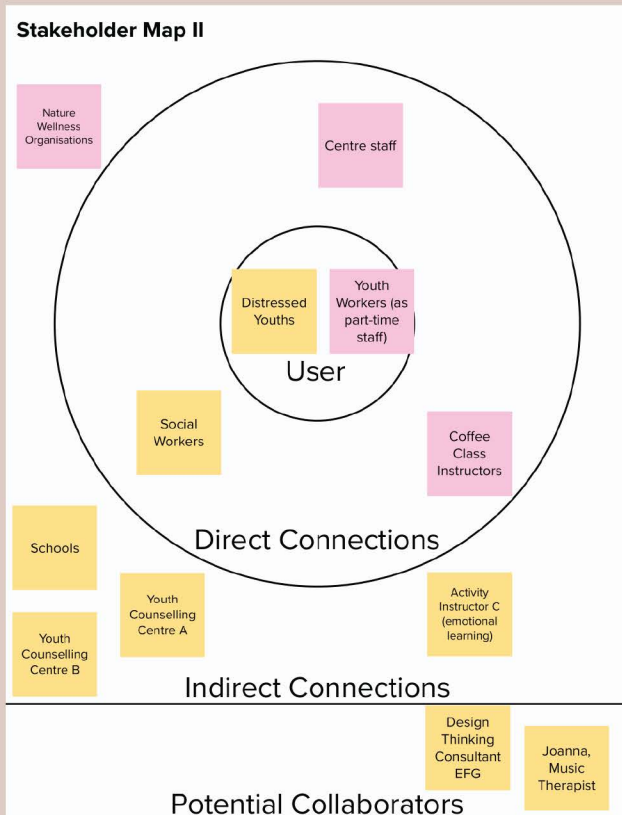
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Tool 2:

### Stakeholder Map II

#### Example



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### Tool 2: Stakeholder Map II

#### Why:

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- Identify new stakeholder relationships and update the previous Stakeholder Map
- Foresee the possible effects of new services/forms of participation on existing services
- Understand the supporting resources required for the new forms of participation

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### Tool 2: Stakeholder Map II

### How:

#### Step 1: Review the previous Stakeholder Map

- Review the previous Stakeholder Map with the team.
- Explain the previous outcome, then discuss whether there are any relationships in the Map that need to be strengthened or weakened.

#### Step 2: Draft the new Stakeholder Map

- Draw a new Stakeholder Map on a blank piece of paper.
- Review the changes in stakeholder relationships after the Design Thinking Journey. Discuss and consider removing unnecessary stakeholders with reference to the previous Stakeholder Map.

#### Step 3: Consider the new form(s) of user participation and work on the map

- Write down the new form(s) of user participation and allocate it to those users.
- Brainstorm on potential new stakeholders and add them to the new Stakeholder Map.

#### Step 4: Discuss the details of the new service(s)

- Discuss the supporting resources needed for the new service(s).
- Discuss their feasibility, considering the existing resources of the hub.

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Tool 2:  
**Stakeholder Map II**

Tips:



- 1 Among your potential users, some might already be active with a high level of participation. The team may consider inviting these active users to discuss the new services and forms of user participation for more comprehensive planning.
- 2 The team could launch a few short-term tests/prototypes of the new service(s) or form(s) of participation to enhance the chances of success.