



HUMAN CENTRED DESIGN ACTIVITY CARDS

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What is Human Centred Design?

- Human Centred Design (HCD) is a creative and strategic approach to solving challenging problems
- HCD puts humans at the centre of the process, taking into account their complex behaviours, mental models and needs. This is achieved by engaging end-users throughout the process.
- HCD allows us to quickly generate empathy-based ideas and test new prototypes to ensure they meet the true needs of the people we are designing for

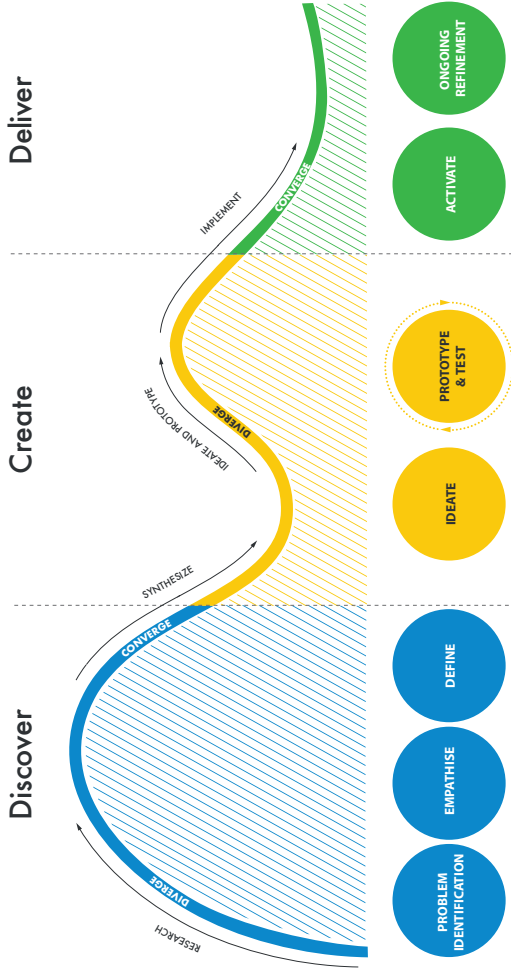
Why Human Centred Design?

Taking a Human Centred Design approach makes sure that we:

- design solutions that address our users' real problem
- de-risk potential solutions by starting small and making iterative changes based on user feedback
- engage with our users and stakeholders throughout the process to make sure our solutions work and have buy-in
- don't invest energy and effort to launch something and find out later it isn't right



The BizLab Human Centred Design model



Principles of HCD

- Collaborate and co-design with end-users
- Design the 'whole' change end-to-end
- Share early, often and iterate (fail, learn, repeat)
- Understand who you are designing for and how the change will fit into their lives
- Start solution-neutral
- Understand the system you're designing within
- Be curious. Ask 'Why' and 'How might we?'
- Be ready to change course in response to what you are finding
- Know your constraints and design for them (time, cost, quality, strategic objectives and practicalities)





DISCOVER

During DISCOVER we:

- Understand the problem or opportunity, its scope and affected stakeholders
- Draft a problem statement that defines the real issue we're trying to solve
- Review existing research to establish what is already known
- Identify unknowns and plan research to answer them
- Conduct relevant research to understand end-user needs, attitudes, motivations and experiences
- Organise research findings into themes and generate applicable insights
- Derive insights and identify opportunities for solution design
- Communicate insights in a useful way
- Build our team based on individuals' existing knowledge, abilities and interests



Problem identification

Tips

- Avoid bringing pre-conceived ideas or solutions to the table
- Consider the 'lens' through which you view the problem: macro/micro, broad/narrow
- Review what we already know to help us understand the problem better
- Go through a number of iterations to get to your problem statement
- Make sure the solution is not baked into the problem statement
- Capture what a successful project outcome looks like
- Engage all 4 Voices of Design (Project Sponsor, Design Team, Users and Subject Matter Experts)
- Be clear on your scope and what is in and out of scope
- Make it targeted but not too narrow

WRITING A PROBLEM STATEMENT

What

A focusing question that helps specify the scope and focus of the problem you're trying to solve.

When

At the beginning of the project/process so that the problem or challenge can be the focus of the project.

How

- Make the problem statement targeted, human and emotive
- Make the problem statement outcome-focused and inspiring
- Every problem statement starts with a 'How might we...?'
- Ensure that a solution is not baked into the problem statement
- The question should be open and exploratory
- Your problem statement might change during the design process as you discover more about your users and their needs

See overleaf for an example Problem Statement



Example Problem Statement

How might we improve managers' capability and confidence when employing and managing team members with mental health conditions in the APS to best support our workforce?

TAKE IT TO THE COUCH

What

A quick and effective way for getting clear about the end goal of your challenge is to talk about it with a colleague or friend for one minute.

When

When you are refining the problem statement.

How

- 1 Write the challenge in your own words
- 2 Share the challenge with a colleague or friend; have them listen to you talk about it
- 3 Get them to paraphrase back to you what you said about the challenge. They should also probe 'What are you hoping to achieve?'
- 4 Immediately rewrite your problem statement
- 5 If relevant, reverse roles with your friend or colleague and begin the activity again from Step 1



WHAT DO WE KNOW

What

Gathering and reviewing existing user data and stakeholder knowledge to work out what we already know, what we think we know and what else we need to know.

When

When you need to:

- review existing research to help frame your problem statement
- understand the scope of the problem you want to solve
- understand an existing system, client group, service, policy or known problem
- identify gaps in knowledge and plan further research

How

See overleaf for How



How

- Gather any credible existing research and other projects which have been done in the same and related areas
- Consider reviewing analogous research that explores similar challenges in other industries (e.g. hospital staff observing the speed techniques of a F1 pit lane crew)
- Consider data such as customer complaint logs, census data, academic research
- Add this to your other research to inform your insights

ROPE OF SCOPE

What

A way to clarify what is in and out of scope for the project.

When

When you:

- are trying to understand the parameters of your problem
- have a complex problem which, for the purposes of the project, needs to have constraints applied

How

- 1 Draw or create a circle on the table or floor. Label inside 'in scope' and outside 'out of scope'
- 2 On post-it notes write as many questions about the focus of the project as you and your team can in 5 minutes
- 3 Each team member takes it in turn to ask the project owner whether their question is in or out of scope
- 4 The project owner answers by placing the question in or out
Note: No question can be placed on the line, it is either in or out
- 5 Capture what is in and out as part of your project challenge and scoping document



PROJECT CHARTER CANVAS

What

A tool that details the vision and scope of the project, as well as what you want to get out of it.

When

- Planning how your project will run and defining what success looks like
- Agreeing on your project scope and desired outcomes for sign-off

How

Informed by a project scoping workshop with input from the Project Sponsor, Project team and other stakeholders.



Project charter canvas

Context	Problem statement	Scope	Critical success factors (3 must haves)	Assumptions
Resources: FTE, Time, \$		Governance		Risks
Core team and extended team			Outputs	



Empathise

Tips

- Don't go straight to solutions without first understanding your users
- Leave your assumptions at the door, be open and curious
- Where possible, do it in the users' environment
- Plan your research: what do you want to find out?
- Be aware of your impact as a researcher and listen more than you talk
- Consider the ethics of research and the privacy of the participants. Ensure all participants understand and sign a consent form before participating in research and ensure all of your notes are de-identified
- Be friendly, respectful and sensitive if the subject matter is difficult or controversial
- Capture as you go: make notes in the participant's words, take photos, audio or video recordings (where possible) and make careful notes
- Keep personal data safe and de-identify it as soon as you can
- Where possible use quantitative methods to cross-check your findings and insights from qualitative research

ACTOR MAPPING

What

A method for understanding the affected client group in the problem space, identifying related stakeholders and people involved to provide an overall picture.

When

When you need to:

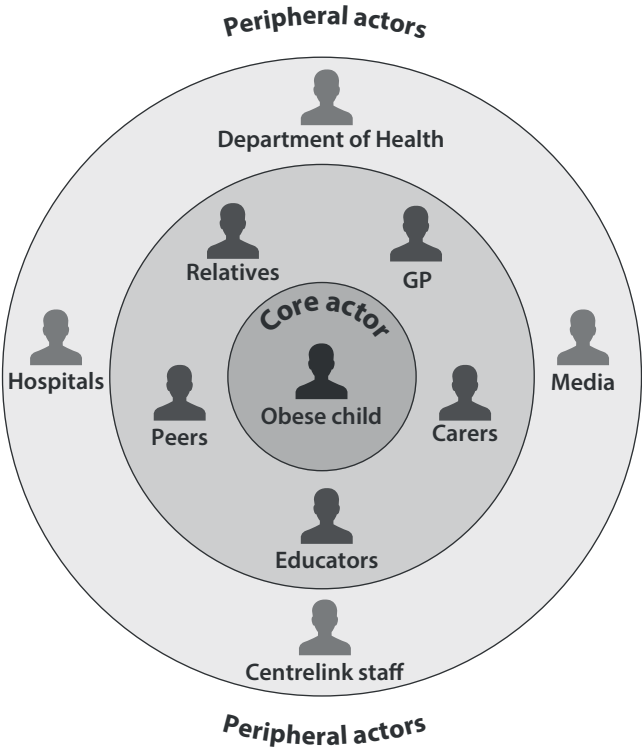
- understand the stakeholder 'ecosystem', the relative importance of the stakeholders and their relationships
- identify who to do research with

How

- 1 Draw concentric circles
- 2 Brainstorm on post-it notes all of the actors who might be involved in your problem
- 3 Plot them in the concentric circles depending on how close they are to your core user (the person most directly affected by the problem) who should be at the centre
- 4 Where relevant, connections between actors can be drawn to show relationships and links
- 5 See example overleaf



An example actor map of childhood obesity



TALKING TO AND OBSERVING PEOPLE

What

Collecting first-hand, in-person insights through conversations and observations helps you understand your user's real needs, wants and actions. Sometimes what people say they do and what they actually do can differ!

When

When you need to:

- understand the user, their challenge and their needs, attitudes and experiences
- generate, test or prioritise concepts
- understand how a task is completed including pain-points and workarounds
- spot opportunities for innovation

How

See overleaf for How



How

- 1 Think about how focused the research will be: broad information gathering (ethnography) or task-specific (task analysis)
- 2 Establish what you want to find out in the form of key research questions and objectives
- 3 Establish whether you will observe the research passively (study people) or actively (learn from)
- 4 Define and recruit your participants (see the Actor Mapping exercise)
- 5 Keep it conversational and ask open-ended probing questions that encourage the participant to talk: How, Why, When?
- 6 Be aware of your body language and theirs
- 7 Ask them to show you how they do the task and encourage them to talk aloud as they do so
- 8 Take notes, photos and/or record the session
- 9 Capture key insights/quotes during or immediately after the session before you forget them!
- 10 Determine whether there are any activities you would like to run in the session (e.g. co-creation, testing a prototype, concept prioritisation) and generate materials/stimulus

WRITING A DISCUSSION GUIDE

What

Written prompts to guide your research questions and structure your session. It may be a loose outline of key areas to be covered or a more structured verbatim script.

When

When you are preparing for user research.

How

- 1 Frame your questions carefully so they are open-ended and not leading
- 2 Allow time for the conversation to take different tangents
- 3 Consider timing of the session
- 4 Run a 'pilot' (test session) with a friend or colleague to check timings and ensure you are asking the right questions to get the insights you need



Discussion Guide format

Introduction and rapport building

Welcome! My name is X. We're here today to talk to you about... [*ask them to sign the consent form*]

Warm-up

Tell me about yourself

General experience

Can you tell me about your experience with X?

Narrative story telling (specific)

Can you tell me about a time when...?

What were you thinking, feeling, doing?

Reflective

What do you see as the biggest barrier / challenge?

Magic wand

If we could only do one thing, what could we do?

Close

Thank you very much!

BE THE USER

What

This technique requires you to put yourself in the shoes of the user by doing and experiencing their challenges yourself.

When

When you need to:

- identify challenges and problems users face
- spot opportunities for innovation
- empathise with your user's experience

How

Try for yourself the user experience you're innovating:

- 1 Go where they go: cafes, gym, shops, transport
- 2 Consume the media they do: books, TV shows, films, magazines, radio
- 3 Spend time on the websites and social media they use
- 4 Use the products and services they use: devices, streaming services, utilities, government services, food, clothing, childcare





Define

Tips

- Timebox your activities and don't aim for perfection
- Always start with paper or a whiteboard
- Be conscious of bringing pre-existing bias to the analysis
- Up on the wall: put up photos, notes and thoughts for theming
- Communicate insights in an engaging way so that they become useful 'living' assets that don't get forgotten or discarded
- Consider how best to bring user insights to life: 'vox pops', photos, video clips, animations, cartoons, models, sketches, infomercials, etc.
- Collaborate with others, share your findings early and iterate
- Communicate your user's story in a visual way. Don't worry about how well you can draw, it's about communicating the story

AFFINITY MAPPING / THEMING

What

A way to organise research findings into logical or meaningful groups based on commonly occurring 'themes'.

When

When you are synthesizing your findings during or after research.

How

- 1 Review your detailed notes/transcripts from your research to draw out key quotes, observations and painpoints. Capture one observation, quote or issue per post-it note
- 2 Consider coding the notes by user, topic, time, profile, session number etc.
- 3 As a group after each research session discuss the observations
- 4 Cluster related or connected observations until they begin to emerge into common themes or patterns
- 5 Give the clusters headlines that capture the key insight or theme



INSIGHTING

What

A statement that captures an accurate and deep understanding of your users, or your problem you have found through your research.

An insight may help you see your problem in a new way, prove or disprove commonly held assumptions.

When

When you need to synthesize your user research into key findings.

How

Insight statements should include the users, their observed behaviour and the 'Why' behind those behaviours.

Based on observations from research, follow the below framework to help you draft your insight statements:

- (User / I)...
- (observed behaviour)...
- (because)...
- (but / however)...

See overleaf for an example insight statement



Example insight statement

'I like to take my time when buying books because I enjoy reading at least a few pages from each to help me benchmark and make a choice. However, I feel guilty about the time I spend looking and not buying.'

Note: If your 'insight' is neither interesting nor stimulating some action, chances are it is not an insight, it is only an observation.

PERSONAS

What

A profile that summarises a group of users with similar characteristics to bring their experiences to life.

When

When you gathered information about your user groups. Personas can be used throughout the design process to remind the team of who is at the heart of your problem.

How



- 1 Gather information about your users through various research techniques. This might include qualitative and quantitative data
- 2 Define one or more key personas relevant to your project
- 3 Represent your personas on a page. A stock photo and quote helps them feel more human
- 4 Include information about their lifestyle, behaviours, daily activities and how they engage with the service or product
- 5 Add some demographic information where relevant or useful (although note that personas are NOT meant to be statistically significant segments)
- 6 Where relevant and useful, a set of personas can then be mapped onto axes to communicate the key differences between them



Persona example

Lucy The Casual Exporter

I need

"Sometimes I was going in blind without enough knowledge and background... I don't know the market well enough".

My situation

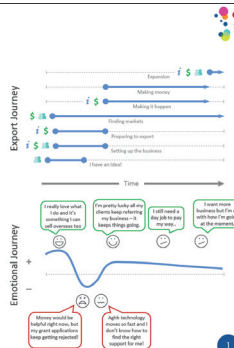
I've been lucky enough to do what I love and get a bit of extra income. The nature of my product turned me to overseas markets. But I have no idea where to start.

About me

I have my day job so I am not financially reliant on my business. I'm dipping my toe in the water. I am not investigating what additional potential exists for my business but I would love to spend more of my time pursuing my passion and take opportunities that come along.

As a result

My business is not growing. It's not the end of the world if my business fails. And I'm unlikely to grow a large successful exporting business. I'll probably make mistakes or ill informed decisions.











Persona Digital Savviness and Willingness

Each of our personas are mapped according to their level of digital savviness and willingness to adopt digital technologies into their business.

The size of the persona icon pictured to the right is an hypothesis based on the engagements in the Discovery and Create phase, and represent an approximation of the amount of Australian small businesses we expect are aligned with this persona.

The demographics and characteristics of each persona will be further explored and refined in the Deliver phase, as we continue to learn more about our target user groups.

← Digital Savviness →

↑ Willingness ↓

Low High

High Low

EMPATHY MAP

What

The Empathy Map helps you identify key user attributes to ensure they are kept top of mind during the design process.

When

When you need to:

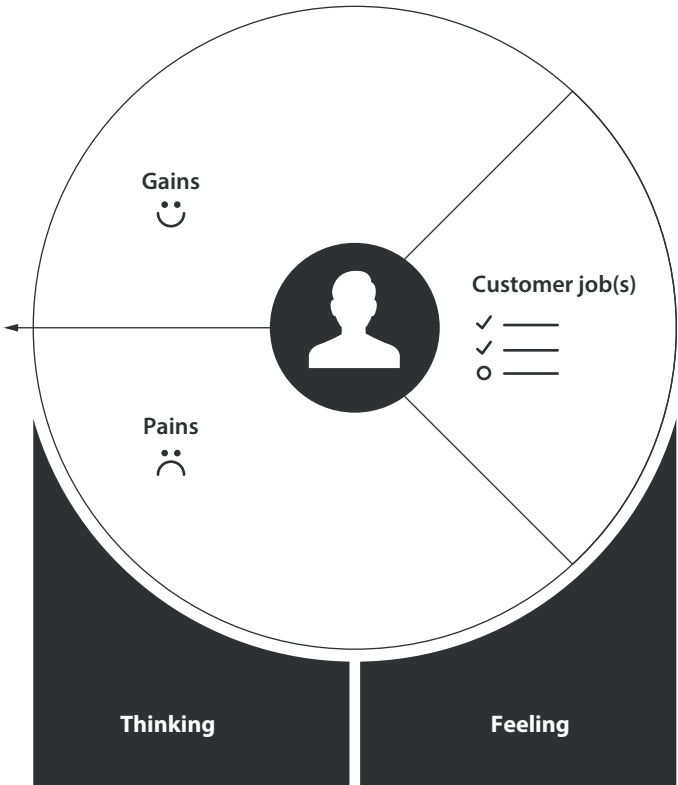
- make sense of your research findings
- keep the user and their needs top of mind

How

- Complete the template overleaf
- ‘Jobs’ describe what users are trying to get done in their lives expressed in their own words
- ‘Pains’ describe bad outcomes, risks and obstacles related to jobs
- ‘Gains’ describe the outcomes users want to achieve or the concrete benefits they are seeking



Empathy Map



Source: adapted from www.strategyzer.com/vpd

SHOWCASE

What

- a method for sharing research findings and the progress of the project in a compelling way with your Project Sponsor and other stakeholders
- a way to communicate the users' experience and highlight the pain points they encounter when interacting with a system, product or service

When

Throughout your project on a regular basis.

How

- Consider your audience and the message
- Stories can be communicated in many different ways such as animations, videos, audio, storyboards, role play, process maps, journey maps etc.
- Provide a walk-through of key artefacts that you have created throughout your project telling a story as you go to demonstrate your progress



JOURNEY MAPPING

What

A visualisation of the user's activities and interactions with a system and its touchpoints, and the corresponding emotions they experience.

When

When you need to:

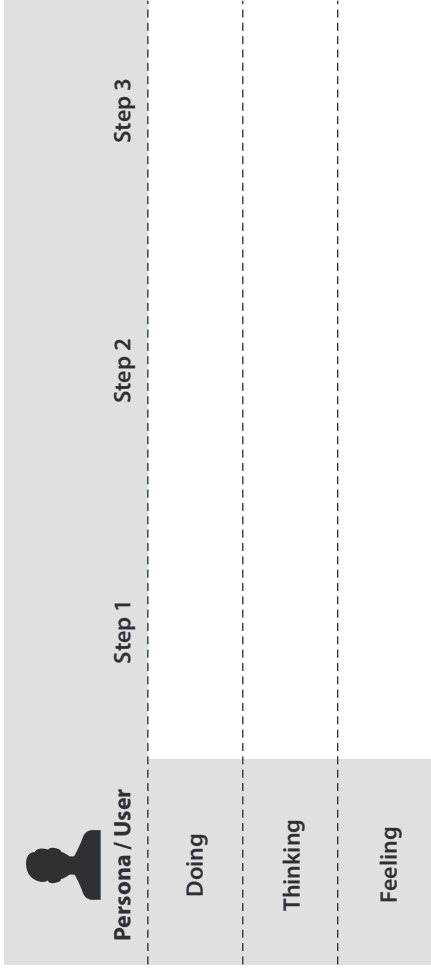
- identify pain-points and opportunities to improve a service or system
- communicate the user's experience to other stakeholders
- understand the steps involved in achieving the user's outcome

How

- 1 Map the steps the user experiences when interacting with the system or service
- 2 Think about the different touch points. For example in-store, phone, in-person, online, noting what the user is 'Doing', 'Thinking' and 'Feeling'.
- 3 Represent the user's emotional state and reactions throughout the journey e.g. moments of frustration, indecision, delight
- 4 Print the Journey Map in large format so you can walk others through the user's journey and help tell the story



Journey mapping





CREATE

During CREATE we:

- Generate lots of ideas as a team and in collaboration with users
- Evaluate and prioritise ideas for further development
- Create prototypes, test and iterate using user's feedback
- Tell the story of how a concept may work in the user's life
- Assess whether concepts are desirable, feasible and viable options



Ideate

Tips

- Generate lots of ideas and don't get wedded to a solution too early
- Look at the problem from lots of different angles and lenses
- There are no dumb ideas: don't self-censor and be aware of the impact of hierarchy in the team on openness
- Encourage wild ideas
- Share ideas early, often and group common ideas as you go
- Don't shut down other people's ideas, try to build on them instead
- Make your idea tangible. Quickly sketch your idea or prototype it using paper, LEGO or Play-Doh to communicate it to others

SPEED THINKING / CRAZY 8S

What

An exercise to get out all the front of mind ideas — the first things that pop into our head when we look at the challenge.

When

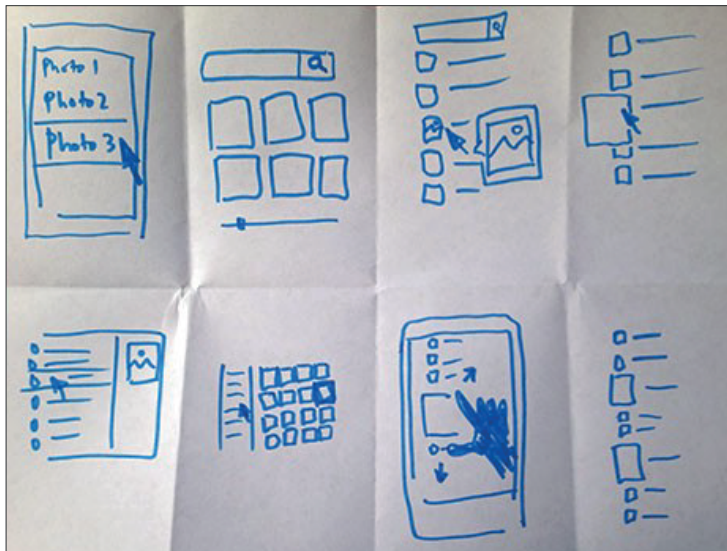
When you are starting to ideate and want to quickly generate lots of ideas without constraining your thinking.

How

- Give each participant a piece of paper. Ask them to fold the paper in half three times then open it to make 8 boxes (see image overleaf)
- Individually for 2 minutes draw or write one idea per box. Try and fill out all 8 or more boxes
- Share your ideas with a partner and work together to combine and/or improve each other's ideas for 2 minutes
- Pick the best ideas to share with your team



Crazy 8s



CONCEPT CARDS

What

A template to define how your idea works, how it benefits the user and how it solves the problem.

When

When you need to:

- define and capture the main elements of the concept
- develop a 'sales pitch' for communicating your ideas to stakeholders
- test your ideas with users

How

See template overleaf



Concept cards template

Draw a sketch of your idea

1 Concept Name

2 What is the big idea?

3 How does it work?

4 What problem does it solve? And for who?

5 What are the benefits? What would people say about it?

6 What resources are needed to make this work?

7 Who would be involved in delivering this?

ROUND ROBIN

What

A technique to think through a concept, how it will work and how it may fail, to help generate better ideas.

When

When you want to:

- refine an idea by collaborating
- stretch your thinking and challenge the concepts you have generated
- avoid 'ownership' of ideas

How

- 1 Using the template overleaf, describe an idea to solve your problem
- 2 Pass it to another team member to write down ways that the idea or concept will fail, or why it won't work
- 3 Pass the template to another team member to 'fix' the idea, taking into consideration the reasons it might fail from Step 2. Be open to 'wild' solutions.



Round Robin template

Concept name

What's the big idea? Who does it help? How does it work?

**Why won't it work? How might it fail?
(come up with as many ideas as possible)**

**How might we 'fix' it? What is the new and improved idea?
(come up with as many ideas as possible)**

VALUE PROPOSITION CANVAS

What

A tool to clarify your understanding of your users and how your concepts create value for them.

When

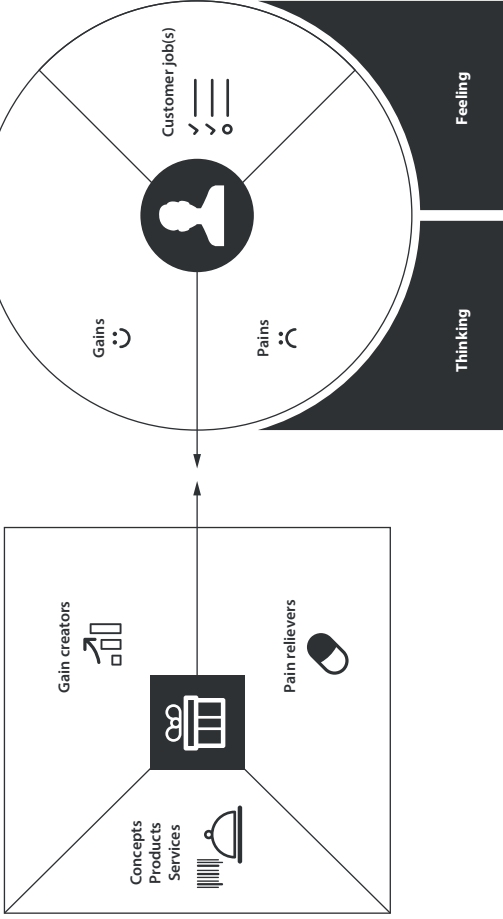
When you want to evaluate whether your concept meets the needs of the user.

How

- Use previously completed Empathy Map
- Map out the 'Services and Products' that assist the user to complete their jobs
- Ensure the proposed Concepts, Products and Services are meeting the needs of the user and their identified pain points
- See template overleaf



Value Proposition Canvas template



Source: adapted from www.strategyzer.com/vpd

DESIRABILITY, FEASIBILITY AND VIABILITY

What

An assessment of a concept according to its:

- **Desirability:** do users need it and will they use it?
- **Feasibility:** does the department have the skills and capability to implement it? Is it cost effective?
- **Viability:** will investment in it achieve the department's goals and objectives? Is there government appetite for the concept?

Concepts that meet all 3 categories hit the 'sweet spot' for ideal solutions.

When

When you need to:

- assess a concept's level of appeal to end-users and to understand its likelihood of success
- inform the Minimal Viable Product (MVP) and roadmap during the Activate phase

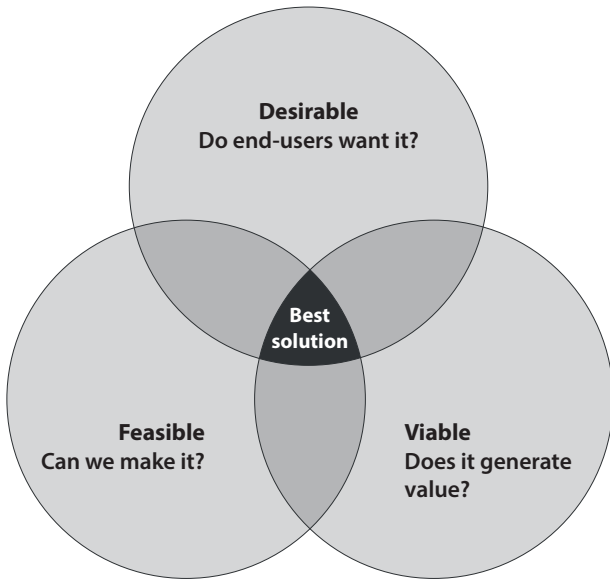
How

See overleaf for How



How

- 1 A team activity where each concept is rated on the 3 categories (D, F and V). This can be done using coloured 'voting' dots, coins, a number rating or on a scale
- 2 The concepts which perform well across all 3 categories should be prioritised for further development



Prototype and test

Tips

- Start with low fidelity prototypes so you can 'fail fast' without investing a lot of time and materials up front
- Prototype with whatever creative materials you have: Play-Doh, paper, LEGO, foam board, role-play
- Where possible, build prototypes with users
- Move to higher fidelity prototyping techniques as you refine the design and as certainty increases: clickable wireframes, pilot trials etc.
- Don't spend too long on one prototype, move on before you find yourself getting emotionally attached to it
- Build your prototype with user research in mind and 'what' it is you want to test with users
- Put the designs in front of real users to get applicable feedback and insights, ideally in the context or environment where it would be used
- Show don't tell: let the users experience the prototype and react to it

PROTOTYPING

What

A tangible asset for testing to help define how your concept will work in reality.

When

When you are:

- designing the user experience and want to gather user feedback on your idea or concept
- demonstrating your thinking to get stakeholder buy-in

How

See overleaf for How



How

- 1** Define the purpose of the prototype:
What do you want to know? What do you want to test/discover?
- 2** Start by making, not talking
- 3** Quickly build your prototype using whatever suitable materials you have available (Play-Doh, LEGO, paper etc.). Start with low fidelity, rough and ready prototypes. This should be timeboxed.
- 4** Focus on building the parts of the concept which will answer the questions in Step 1
- 5** Role play being your user to interact with the prototype
- 6** Put your prototype in front of real users for feedback
- 7** Refine your concept and designs
- 8** Move to higher fidelity prototypes (clickable wireframes, 3D-printing, animation/video demonstrations etc.) as your certainty increases

STORYBOARD

What

Capturing the end-to-end user experience of how your concept for a service, product or policy works.

Storyboarding is all about telling the story of how it will work from all of the users' and stakeholders' perspectives.

When

When you need to:

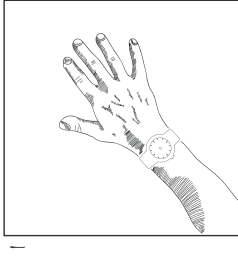
- design the end-to-end user experience and want to demonstrate how your idea or concept will impact the user
- explain your thinking to get stakeholder buy-in
- demonstrate how the prototype may be used in practice

How

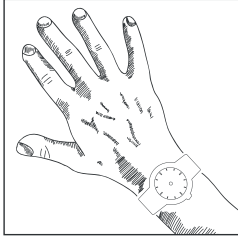
Draw it! Take each individual step in the journey and explain what happens in that phase with an image and a short description.



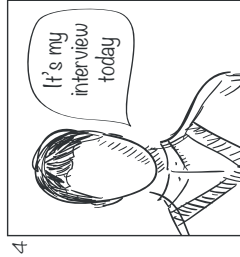
Storyboard example



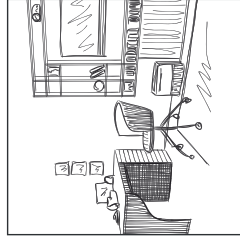
Zoom in



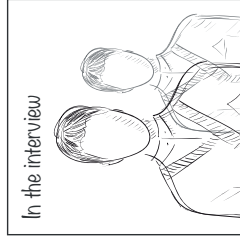
Zoom in



Fade to black



Overlay



CONCEPT TESTING

What

An iterative process of reviewing your concepts with users, getting feedback, making modifications and going through the loop again.

When

At any stage in the design process when you want to gather feedback on your ideas from those it affects.

How

- 1 Recruit your participants, ideally people who represent your target audience in factors such as demographics, needs, attitudes, behaviours, experiences etc.
- 2 Write a discussion guide and test plan (define the key user experiences, activities, tasks or elements you wish to test)
- 3 Create a prototype or storyboard of your concept
- 4 Guide participants through the concept and get them to talk aloud about their experience
- 5 Ask follow-up questions
- 6 Synthesize the findings (see Affinity Mapping and Insighting)
- 7 Make changes to the concept based on the users' feedback





DELIVER

During DELIVER we:

- Plan how the solution will be rolled out
- Refine the concepts to test via randomised control trials or experiments or enter a Detailed Design phase to prepare for the pilot or launch
- Define metrics for benchmarking the solution's performance
- Enter the detailed design phase to determine 'How' to implement the design. This will often require returning to the beginning of the HCD model and performing the activities with a delivery lens
- 'Soft' launch or 'hard' launch the designs
- Gather qualitative feedback and quantitative data to evaluate the concept's performance
- Capture user insights to evolve and refine the design as you learn
- Track performance over time for continuous improvement of the delivered solution



Activate

Tips

- Don't over-engineer your first launch
- Determine what the Minimum Viable Product (MVP) is for your audience and perform a more detailed design to determine how it will work
- Create a roadmap to work towards a fully-fleshed-out, maximum value solution
- Gather feedback from a sub-group of users in a real-world context via pilots and Behavioural Insights (BI) trials
- Think about how you want to measure the success of your solution. What metrics will you monitor?
- Work with the area responsible for delivery (e.g. Policy, Communications, IT teams etc.) to ensure the user empathy flows through

DELIVERY CANVAS

What

A tool to capture the activities and elements needed to deliver your solution.

When

When you need to:

- plan how to 'eat the elephant' — figure out how to get your idea off the ground
- define the nuts and bolts of how your solution will work in practice
- pitch your idea to policy or product owners

How

Complete the template overleaf

Note: This may be something you build over time as Detailed Design progresses.



Delivery canvas template

For this to work what do we need to do?
(activities/steps)



What is the problem that will be fixed?



What are the risks and benefits?



For this to work what does it need?
(components/elements)



What are the costs?



Who needs to be involved?



MINIMUM VIABLE PRODUCT / ROADMAPMING

What

A way to help identify the core features that are essential for success and detail how the fully tested design will be delivered. Constraints such as budget, time, resources, dependencies and strategic priorities should be taken into account.

When

When you:

- need to prioritise your energy and resources to deliver something that resolves the most pressing issues quickly
- work to a delivery schedule and need to manage your time and resources
- work in an agile delivery environment

How

See overleaf for How



How

- 1** Break down your concept into its component parts, activities and elements (see the Delivery Canvas template on previous card). This can be at a concept level, but more commonly after the detailed design phase.
- 2** For each element of design complete a prioritisation. This activity could be done using the:
 - Desirability, Feasibility, Viability tool
 - a traffic light/triage system (e.g. Red, Amber, Green)
 - an effort/value matrix
- 3** The features which are the highest value make up your Minimal Viable Product (MVP)
- 4** Estimate how long each activity will take and what order they need to occur in
- 5** Roadmap the features and their corresponding activities and elements in order of priority

DETAILED DESIGN

What

Detailed Design looks at the concept through the next layer of design. It could be feeding into a policy development framework, an IT delivery methodology or a communications strategy, just to name a few.

When

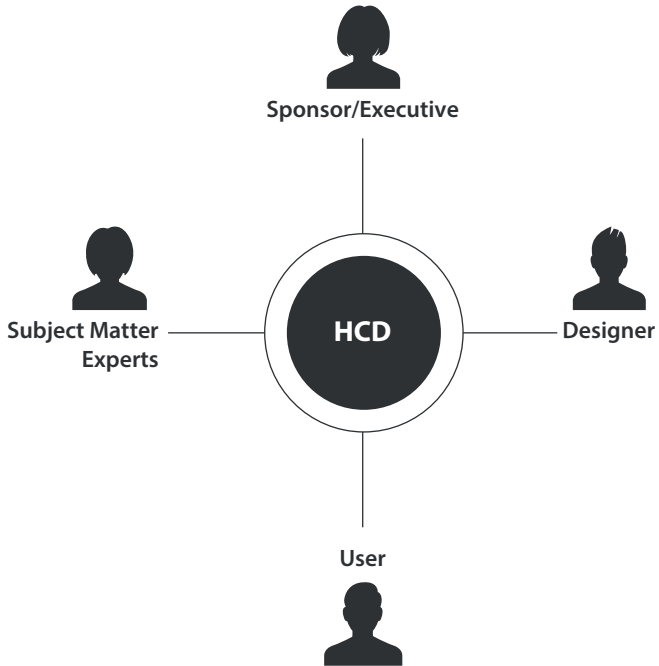
- When a HCD methodology has been followed to develop concepts that will meet the user's needs
- When we are looking at 'How' the concept will be implemented

How

- Depending on the change, the implementation/development framework will differ
- Form a team that represents the 4 Voices of Design (see model over)
- This may take you back to the 'Discover' phase to consider the change from the delivery lens
- Link in with experts in those methodologies for advice



4 Voices model



Source: adapted from '4 Voices of Design' model developed by ThinkPlace

USER STORIES

What

Simple and concise user statements that encompass 3 questions:

- Who is this for?
- What do they need?
- Why do they need it?

This helps tell the story to those making decisions about implementation.

When

When you need to:

- explain to decision makers how a design concept will work
- inform conversations with Executives or Ministers
- flesh out the details of your solution
- develop user requirements

How

See overleaf for How



How

- As a team, brainstorm on post-it notes the needs of the user
- Come together as a group and form a statement that answers the 3 questions:
 - Who is this for?
 - What do they need?
 - Why do they need it?
- The main focus should be on the 'Why' statement, which is often overlooked. If you can't determine the 'Why', perhaps the design concept isn't worth pursuing.
- Keep it simple and avoid more than one message per story
- To help frame the statement, try using the following template by putting your user in the centre of the story:

Once upon a time there was [*your user*] _____

Everyday [*what they currently do*] _____

One day [*X happened*] _____

Because of that [*impact on user*] _____

Because of that [*user's action*] _____

Until finally [*story resolution / final outcome*] _____

USER TESTING

What

Testing the detailed design with the affected users to determine usability of the product or service before launch or pilot.

When

- When you're confident that you have a well-considered solution that meets the needs of your users
- When you have a Minimal Viable Product (MVP) to test

How

The type of change will determine how the solution is tested. Depending on the type of change you might carry out:

- consultation (e.g. for policy change)
- usability testing (e.g. for IT or communications products)
- pilot/proof of concept (e.g. for an IT service)
- randomised control trials or experiments (e.g. for a design concept)
- any feedback from the testing is used to refine the next iteration of the solution

Note: it is likely you will need to do multiple rounds of testing and iteration to refine your design before implementation



The background features a solid green color with a decorative graphic in the lower right quadrant. This graphic consists of several overlapping, semi-transparent green circles of varying shades, creating a sense of depth and movement. The circles are arranged in a way that they appear to be part of a larger, continuous pattern.

Ongoing refinement

Tips

- Ensure your evaluation framework is in place for continuous improvement
- Once you go live that's not the end of the journey. You will need to continually engage with users to check that your solutions are valuable and meeting their needs
- Where relevant you may need to return to previous steps of the HCD or similar methodologies

TRACK AND REFINE

What

A way to measure the success and impact of your solution against the metrics defined in the pilot/proof of concept.

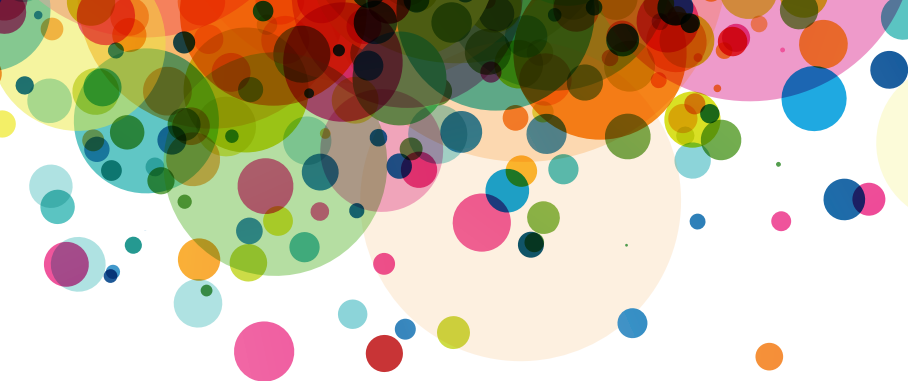
When

Following the implementation of your solution.

How

- 1 Decide what activities you need to do to ensure that your solution continues to be fit-for-purpose
- 2 Identify review points and assign responsibilities
- 3 Collect and monitor the metrics you are using to measure success
- 4 Determine how you will address any issues that arise following launch





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