

Human-Centred Design Toolkit



November 2017

FUTUREGOV



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"A user" in the context of this document:

A person who uses the service / product or is a current or potential **customer or client** of your organisation.

About this toolkit

What is it?

This collection of carefully selected user-centred design tools has been built to complement the HCD workshops. These workshops are especially designed for participating NGOs. It is an initiative of the NSW Department of Finance, Services and Innovation, and designed and facilitated by FutureGov.

The tools included will lead you through the design process from start to finish. Every technique in this book has been tried and tested on FutureGov projects around the world.

The toolkit is about action, not theory. Each resource has been specifically designed to be easy to understand, easy to try out, and easy to learn from.

Who is it for?

Regardless of your team or your title, anyone who wants to improve their process of designing a solution for their users can use and benefit from the methods listed here.

Especially for those who have attended the workshops.

How should I use it?

There's no wrong way to use this toolkit. However, here are a few opportunities where these techniques might be especially helpful.

As a way to understand the issues you're facing.

What's really going on with your service area? Before you start thinking about solutions, spend some time reconsidering the problems. You might uncover something new!

As a thought starter when scoping new projects.

Are there new tools that might help you reach the outcomes you want? Read over the examples and build in time for these approaches from the beginning.

As a path to spending less and getting more in return.

User-centred design lets you explore solutions quickly and cheaply. Rather than investing in a big rollout and hoping the consultation goes well, use these tools to find out what people really need.

Things to remember

1 Listen to your users

Creating a service or product that meets your own needs is always easier than tailoring it to your end users. But if you want your service to work as effectively and efficiently as possible, listening to your users is essential.

TRY IT

Start by figuring out who your product or service should be designed for. This can be a difficult thing to pin down, but generally speaking a product that is “for everyone” will in fact appeal to no one.

Put up pictures of your end users to remind yourself who you’re building for. Ask colleagues to give you feedback from a user perspective -- or better still, visit your actual end users and ask for feedback directly.

Most importantly, keep asking yourself "Is this what our users need?" If the answer is no, don't be afraid to try something new.



Things to remember

2 Tell stories

One of the most powerful ways to help people understand a problem is to tell them a story. When you can speak compellingly about the things you see and hear during your research, people will be more likely to listen to and remember what you say.

Don't forget visual aids, photos, drawings, or screenshots -- images often stay in people's minds longer than words do.

TRY IT

If you're struggling to tell your story, try drawing it instead. You don't have to be "good" to benefit -- even the simplest sketch can help get things out of your head and make them easier to understand.

Create an environment where it's easy for people to visualise things by making sure sticky notes, large sheets of paper, and pens are easy to find.



Things to remember

3 Don't be afraid to ask why

Designers often have the advantage of coming at a problem from the outside. This lets them see things with fresh eyes and question things that may have become taken for granted within an organisation.

Even if you think you know what's happening, ask questions as if you didn't. This "productive ignorance" can throw up new options and possibilities "insiders" might not have been able to see.

TRY IT

Ask someone from another team to act as a "critical friend" -- someone who observes and gives constructive feedback -- during a presentation or meeting.



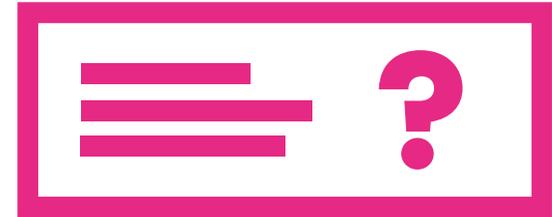
Things to remember

4 Be open and collaborative

The more you know about a problem, the more innovative your solution can be. Share your process and ask for input at every stage.

TRY IT

Send weekly updates to people who have contributed to the project. Explain what you've been up to and what you'll be doing next. Try creating an online space (Twitter, Pinterest, a blog) or physical space (a wall, a room) where you can share what you're up to and let anyone who wants to check in.



Things to remember

5 Iterate, iterate, iterate

A key part of this way of working is a style of project management called "Agile". Instead of planning the whole project from the beginnings, teams learn and respond to new information throughout the course of their work. Agile working lets people adapt both their ideas and their ways of working.

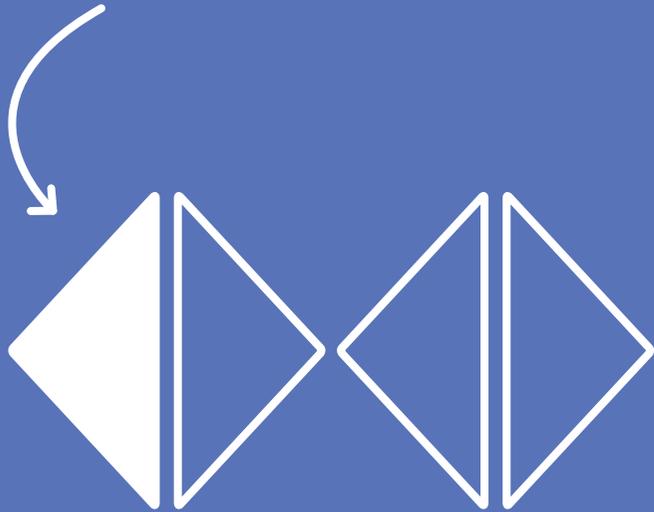
TRY IT

Meet regularly with the project team to discuss your progress. Ask yourselves these three simple questions:

- What did I do yesterday/the last time I worked on the project?
- What will I do today/the next time I work on the project?
- What blockers do I face?



Understand the problems



WHAT IT IS

'Discover' is about understanding the situation, as well as the people you'll be designing for. This phase is about looking at the wider picture: it's important to talk to users, make observations, investigate, and analyse the data you have available. Learning and challenging your assumptions -- as well as your users' assumptions -- is key.

WHY DO IT

The discovery process helps you make sure the problem you're focusing on is the right one. It also helps you to refine the parameters of your work. Speaking to people directly affected by the issue at hand will help ground your solution in their experience, not your assumptions.

On the following pages, we've included some recommended activities and tools to help you get started with your own Discover phase.

Discover: **How?**

Look for clear patterns and create initial hypotheses

ACTIVITIES

PLANNING RESEARCH

Use this worksheet to help plan your objectives and questions before you speak to your users

INTERVIEW

This will help you see not only what your users say, but also what they think, actually do and feel.

TOOLS TO HELP YOU

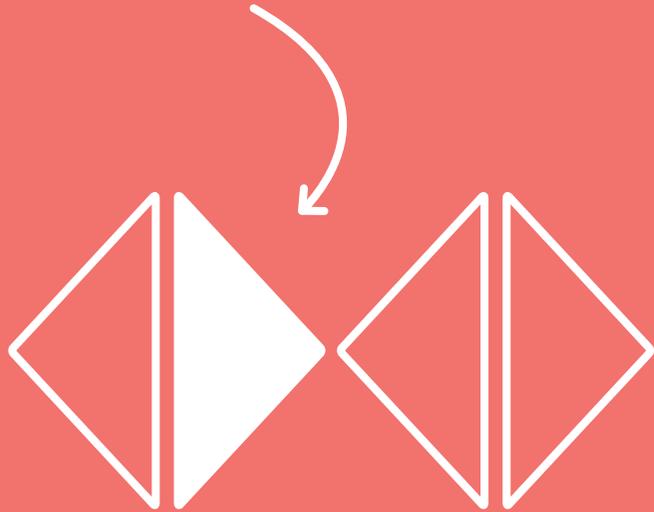
Research Plan

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Capturing User Needs

[Page 12](#)

Define the problem



WHAT IT IS

At the end of your discovery phase, you are likely to have a lot of insights and data that point to a number of problems to solve. The define stage is when you will need to synthesise your insights and identify the one specific problem you want to solve.

WHY DO IT

Before you start to think about solutions, it's important to structure what you learned during the discovery phase. The process of understanding and clarifying the problem you are trying to solve will help you keep the users' needs in mind throughout the rest of the process. There will be lots of data to analyse, but particular themes or stories are likely to recur -- those are the areas to focus on.

On the following pages, we've included some recommended activities and tools to help you get started with your own Define phase.

Define: **How?**

Define the problems

ACTIVITIES

HOW MIGHT WE...

Re-frame your problems into statements that start, “How might we...”. Doing so encourages people to find a solution instead of focusing on what's wrong.

USER JOURNEY MAPS

User journey maps help you understand someone’s entire relationship with your service from start to finish. They tell the story of someone who has used the service, which touchpoints and actions the user has come across, and what pain points/opportunities the user experienced.

TOOLS TO HELP YOU

HMW Statements

Page 15

User Journey Map

Page 16-17

"How might we..." statements



WHAT IS THIS TOOL?

So far, you have generated insights through user research. "How might we" statements help you narrow down those insights and focus on one consideration at a time. Make sure you centre these statements around your users.

TIPS

A good How Might We should give you both a narrow enough frame to let you know where to start your Brainstorm, but also enough breadth to give you room to explore creative ideas.

How might we

(action what, ie. help / create)

.....

so that

(who can benefit what)

.....

How might we

(action what, ie. help / create)

.....

so that

(who can benefit what)

.....

User journey



WHAT IS THIS TOOL?

This journey map template will help you to visualise a person's entire experience when using your product or service.

Start by listing each action users take from start to finish. Map those actions to the touch points between the user and your organisation.

Next, document your users' feelings -- how they felt at each step. Add memorable quotes from people you have talked to.

Lastly, identify opportunities. Pay attention to the lowest points of the emotional journey and to repetitive actions people take. Use these low points as opportunities to discover new ideas and solutions.

See the following page for a completed example.

ACTIONS

What are the steps each user must take?

.....

FEELINGS

What are your user's feelings?

😊

.....

☹️

.....

QUOTES & THOUGHTS

What does your user say and think?

.....

TOUCHPOINTS

How is the user interacting with you and other related organisations?

.....

INSIGHTS & OPPORTUNITIES

Which moments in this journey can be improved?

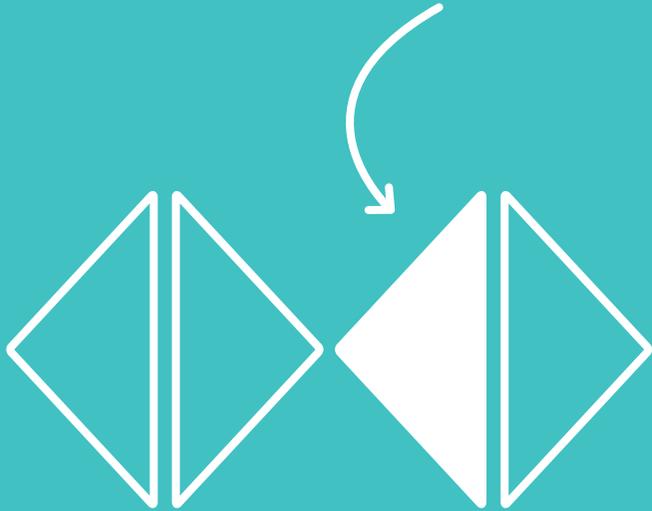
User journey

Example



Design process: **Develop**

Create ideas



WHAT IT IS

This phase is all about coming up with ideas. Group sessions allow you to bounce ideas off one another and, even more importantly, to build on others' ideas. People are their most creative when collaborating with others with different backgrounds, so try to organise as diverse a group as possible.

WHY DO IT

By now, you already have a lot of new ideas. Now it's time to expand them, finding inspiration from the world around you. There are many ways to address a problem, and the most obvious isn't always the right one. Exploring lots of solutions quickly will help you think through the problem in more detail and uncover unexpected ways to solve it.

On the following pages, we've included some recommended activities and tools to help you get started with your own Develop phase.

Develop: How?

Develop ideas

ACTIVITIES

BRAINSTORMING

Organise a group to generate ideas together. Make sure to carefully structure the brainstorm so that everyone understands the brief and has the space to share their thoughts. A structured brainstorming session helps generate more ideas and makes sure everyone has a chance to express their opinions.

TOOLS TO HELP YOU

Six Ideas in Three Minutes

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Six ideas in three minutes



WHAT IS THIS TOOL?

When it comes to ideas, quantity matters too. More ideas are better, because they give you lots of options to choose from (and people feel more relaxed about discarding the ones that don't work).

Don't be afraid to sketch out your ideas -- even if you can't draw! Having a visual example makes it much easier for others to understand and build on.

[See the following page for a completed example.](#)

1

2

3

4

5

6

Six ideas in three minutes

Example

1

Paint bins
BRIGHT pink

2

Encourage local
cafés to use less
packaging

3

Recycling tokens
for every piece of
litter

4

Let rubbish build
up so people see how
much is dropped!

5

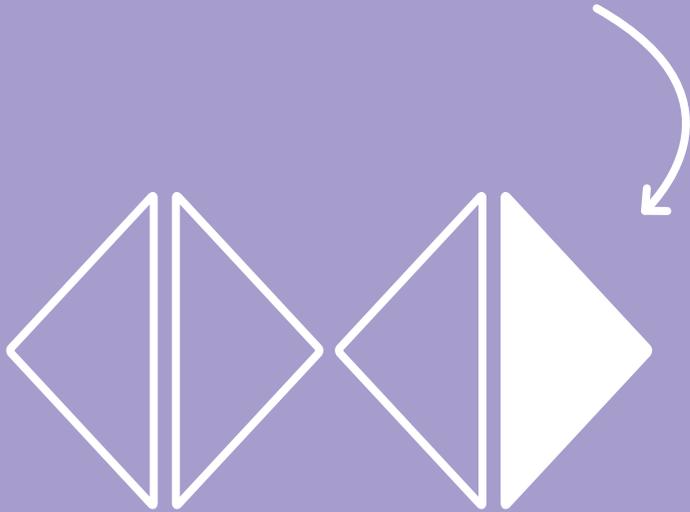
Litter 'police'

6

Musical bins

Design process: **Deliver**

Test your solutions



WHAT IT IS

This phase is when your idea becomes real and usable. You might build a piece of technology, restructure a team, redesign a space, create a new set of communications, or create a whole new service. The key to this stage is that you develop a mindset of experimentation and get comfortable with a constant rhythm of testing, learning, and iterating. The best services and products are never “finalised” -- they’re always improved.

WHY DO IT

Delivery is where you can see your ideas become reality. It’s your opportunity to create a tangible solution that users can interact with, and to measure the positive difference your ideas have made.

On the following pages, we've included some recommended activities and tools to help you get started with your own Deliver phase.

Deliver: **How?**

Test your ideas with real users

ACTIVITIES

PLANNING YOUR TESTING

Use the test planning tool to work out what you need to test, how you'll carry out testing, and who you'll need to speak to. Continue to evaluate your ideas against the design principles to make sure your concepts stay relevant.

DOCUMENT YOUR FINDINGS

Record the information you collect during your testing sessions.

TOOLS & RESOURCES TO HELP YOU

Test planning template

[Page 24-25](#)

Test findings template

[Page 27](#)

Test planning



WHAT IS THIS TOOL?

This is a template to help you create a test plan for getting feedback on ideas and on your prototype.

Identify what you want to find out by testing your prototype. Plan your testing sessions to generate the feedback you need.

See the following page for a completed example.

What is the objective of your test and what are your assumptions you need to test?

**How could you test this?
What do you need to make it happen?**

Think about space, tools, timing, and how you will record and share your results.

Who do you need to test it with?

There might be more than one user group.

**What questions will you ask?
What tasks will the participants need to complete?**

Avoid any leading or biased questions like "Do you like this?" Instead, ask questions like, "Who would use this?" "What would you expect to happen next?"

.....

.....

.....

.....

Test planning

Example

What is the objective of your test and what are your assumptions you need to test?

To find out if technology wearables affect the amount of exercise young people do

How could you test this? What do you need to make it happen?

Recruit young people, review and choose existing apps to test with initially

Who do you need to test it with?

Young people, aged 12-18
Health professionals

**What questions will you ask?
What tasks will the participants need to complete?**

Participants will need to wear the device and use the app for 1 month and we'll track their activity regularly over the phone

Test findings



WHAT IS THIS TOOL?

This tool will help you record the information you collect during your testing sessions.

You may collect feedback on sticky notes; this makes it easy to cluster the feedback and identify common themes. Another option is to write directly on this template.

Observe carefully -- pay attention to how things are said in addition to what's said.

[See the following page for a completed example.](#)

How easily did the person complete the task?



No problems

Many problems

Where did you observe problems in the user's journey?

What worked particularly well?



What did the person say? When?

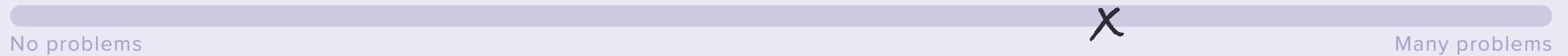


What did the person do? When?

Test finding

Example

How easily did the person complete the task?



Where did you observe problems in the user's journey?

When trying to find information online about filling in their tax returns

When contacting the customer services team with a simple question

 What did the person say? When?

"This feels like a really straight forward question, like something loads of people would want to know the answer to — why isn't it online anywhere?!"

What worked particularly well?

Once connected, the online chat feature enabled the user to get their question answered

 What did the person do? When?

They tried calling but gave up when they were told they were 11th in line!



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