



USER PERSONAS



What it is

Creating user personas is an exercise that asks you to think of a range of your stakeholders with different motivations for using your product/service. Create a profile for each of them, thinking about their demographic data (age, sex, location), occupation, motivations, frustrations, and modes of communication.

Resources you will need

- Something to write with/on
- Stakeholder map

Why it is useful

It enables you to focus on a manageable amount of stakeholders rather than a large spectrum. This allows you to design different solutions for different groups with varying needs. Visualising the data means you are able to pick out a users' barriers to the service and potential opportunities for engagement.



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Define phase

USER JOURNEY MAP

Aware	Join	Regular Use	Exit



What it is

User journey maps capture the aspects of interaction a user has with a product/service (from when they become aware of the product/service to their exit) as well as the various pain points and emotions throughout. This map can be used to plot the way users currently use the product/service or the way users could use a new product/service.

Resources you will need

- Something to write with/on
- User personas

Why it is useful

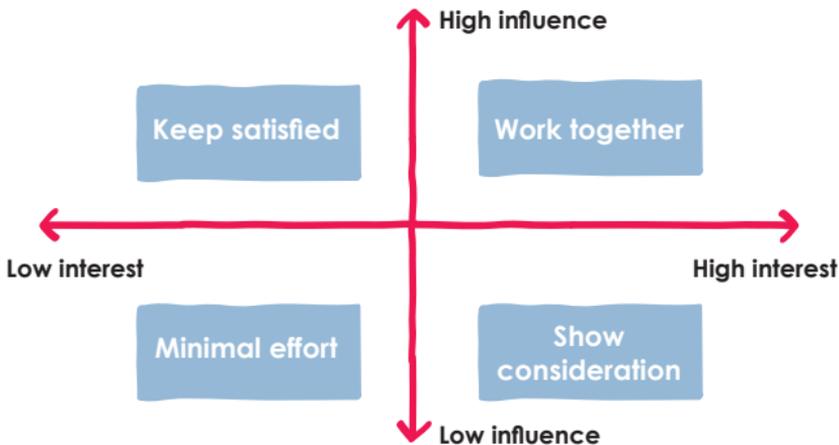
By understanding the flow of various tasks you can begin to pin-point areas that are problematic for users and design materials to facilitate their needs.



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STAKEHOLDER MAP



What it is

Stakeholder mapping offers an overview of stakeholders in your eco-system in relation to your product/service. Who are the people, organisations, bodies that interact with/ have an effect on your product/service?

Resources you will need

- Something to write with/on

Why it is useful

It is a good way to visualize the community around your product/service and allows your team to get a shared understanding, and decide on the most important areas for exploration.



LATERAL THINKING



What it is

This exercise involves putting down your most obvious ideas and then 'hacking' them by creating other ideas that are the reverse, combination, subtraction, or exaggeration of your initial ideas.

Resources you will need

- Something to write with/on
- User personas
- Imagination

Why it is useful

This exercise allows you to generate a wide range of ideas that move beyond the usual.



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SIX THINKING HATS



Risks/Weakness



Emotions



Control



Facts



Positive



Creativity

What it is

The idea behind Six Thinking Hats is to better the feedback within a team. It is designed to get the team to work through an idea from all perspectives.

Resources you will need

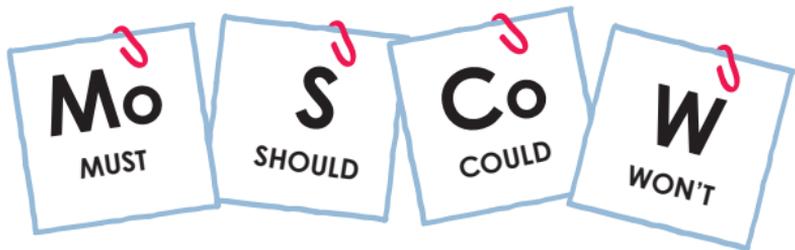
- Something to write with/on

Why it is useful

This allows team feedback to be progressive and relevant. It encourages everyone to think through the risks, weaknesses and opportunities for development.



MoSCoW METHOD



What it is

This system is used as a way of prioritising tasks when developing a product/service. The acronym stands for: Must do, Should do, Could do, and Won't do. Requirements considered a Must have to be included for the project to be a success, whereas requirements considered a Won't will determine the product/service a failure. The team will aim to deliver all the Must do, Should do and Could do, however if the deadline is threatened Should and Could will need to be compromised.

Resources you will need

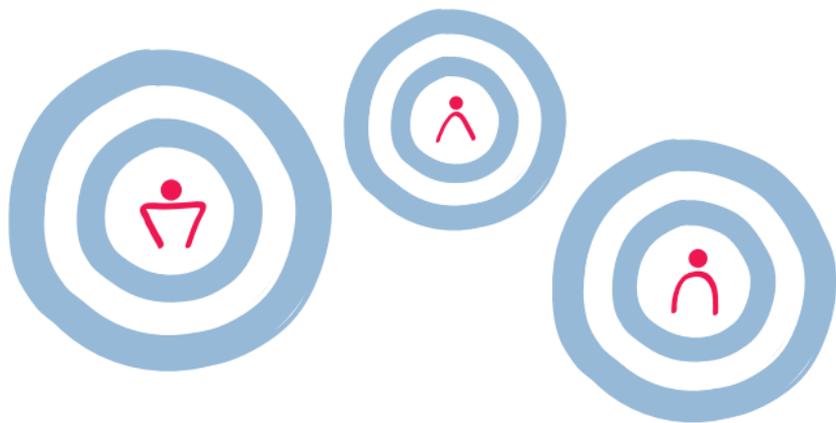
- Something to write with/on

Why it is useful

This is a good way to prioritise within a team and meet the deadlines of a project, whilst making sure the crucial elements for a successful product/service are included.



CIRCLES OF INFLUENCE



What it is

This exercise asks you to visualize the direct and indirect influences of your stakeholders. Things to think about: who are their peers? Who/what influences their peers? Where are they located? What media platforms do they engage with? etc.

Resources you will need

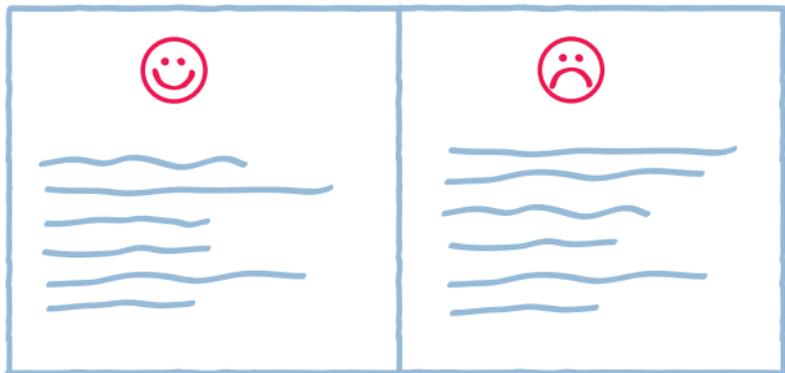
- Something to write with

Why it is useful

This is a valuable way of locating target areas and methods of engagement.



HOPES AND FEARS



What it is

This exercise is a way of getting everyone involved in a project or workshop, designers and non-designers alike, to express their hopes and fears out loud. Ask the gathered team for their hopes and fears, write them down on separate sheets of paper and pin them up as a reminder to be revisited throughout the workshop. Discuss the outcomes of the exercise and establish from the outset which ones the project can address.

Resources you will need

- Something to write with/on

Why it is useful

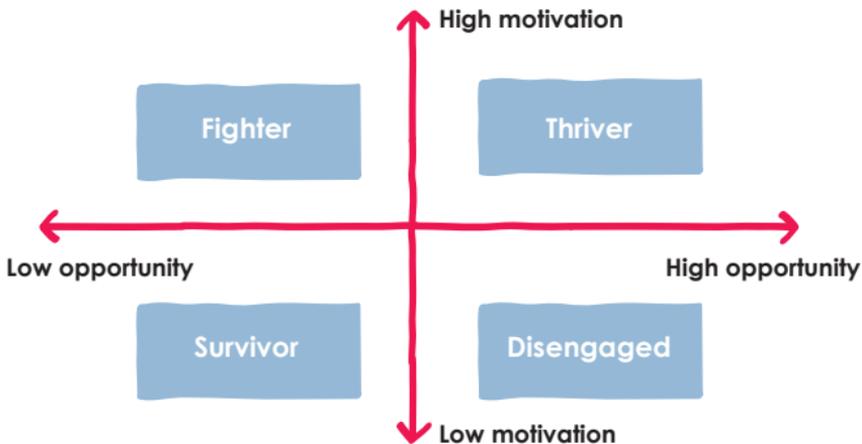
Setting expectations to establish from the outset which hopes and which fears the project can and can't address.



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SEGMENTATION



What it is

This matrix segments your target audience based on two variables at a time (e.g. demographic and environmental or behavioural and attitudinal).

Resources you will need

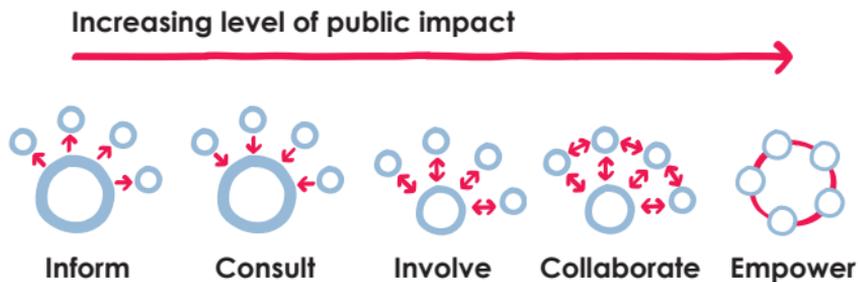
- Something to write with/on

Why it is useful

This exercise helps to narrow down a specific group to target in a design intervention.



PUBLIC PARTICIPATION SPECTRUM



What it is

This is a way of mapping the level of participation that defines the public's role in any community engagement program. The spectrum also shows the increasing level of public impact as you progress from 'inform' through to 'empower'.

Resources you will need

- Something to write with/on

Why it is useful

Thinking through the different ways it might be possible to work with others opens up options around the delivery of a product/ service/ solution, and increases the likelihood of impact.



Define phase

VOTING, SCORING, RATING



What it is

Voting, scoring or rating methods are based on social choice theory. They are great ways to make a collective democratic decision about something, as a group. Each person in the group is given a voice and a vote (or a number of votes) to carry out the process. You can count votes either by looking at the highest scoring/rating/number of votes, or by eliminating the least popular options.

Resources you will need

Lots of resources can be used to carry out this method: stickers, polling websites (e.g. Survey Monkey, Doodle Poll), star ratings, scales (e.g. 1-10, most to least), percentages, and so on.

Why it is useful

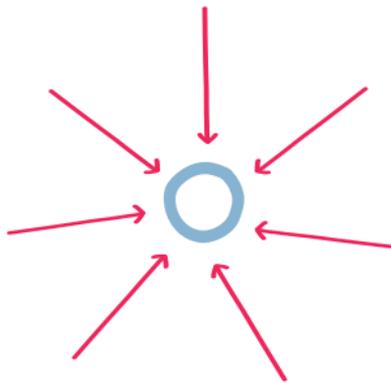
This method is particularly useful when you have lots of decision-makers in a group. You can use the method to prioritise key issues you want to focus on, ideas you want to test out, or resources you need to draw on.



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LATERAL THINKING PROMPTS



What it is

A way of thinking that brings ideas, methods, tools, theories and practices from one discipline/context, and applies them to another. For example learning from the hospitality industry techniques to improve customer experience, and applying that to improving patient experience.

Resources you will need

Inspiration from other disciplines/contexts: this may be done through desk review, speaking to experts in other areas, or observing and experiencing other services and processes. Armed with lateral inspiration, you can get together with your team to brainstorm ideas!

Why it is useful

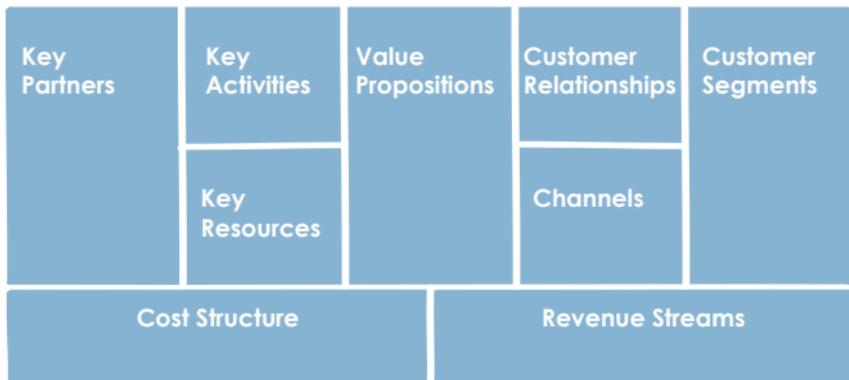
This method is useful in addressing intractable and complex problems, where many things have been tried to no avail. Drawing on solutions that have worked for similar challenges but in other contexts can be a great way to reframe the problem and innovate solutions.



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BUSINESS MODEL CANVAS



What it is

A method to develop how a particular service, product, or experience will operate in a way that is both cost effective and delivers value to your customers/patients/users.

Resources you will need

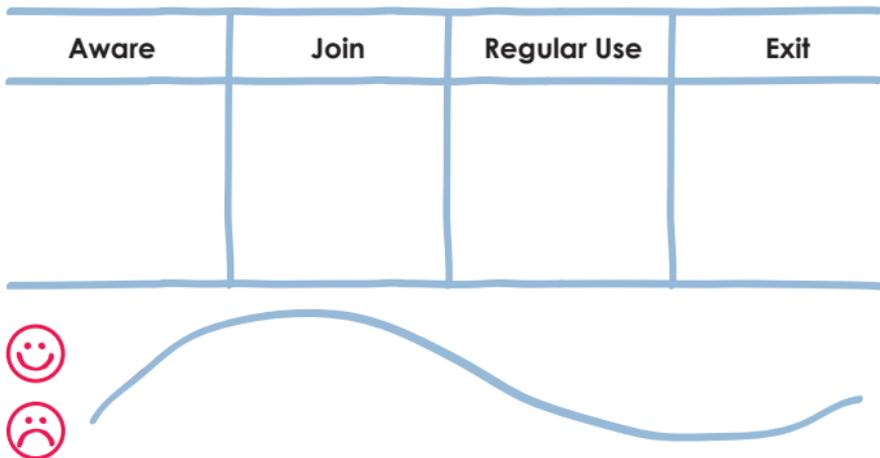
- A business model canvas template
- Your team

Why it is useful

The canvas helps you by firstly focusing on who your customer segments are, what value you are offering them, and what type of relationship and channels you need to deliver value to these customers. You will also consider key activities, resources and partners you need to be doing and securing at the back end to deliver your value proposition. Finally, the canvas helps you refine the incomings and outgoings to make sure your concept is financially viable.



USER JOURNEY MAP



What it is

User journey maps capture the aspects of interaction a user has with a product/service (from when they become aware of it to their point of exit) as well as the various pain points and emotions throughout that journey. This map can be used to plot the way users currently use the product/service or the way users could use a new product/service.

Resources you will need

- Something to write with/on

Why it is useful

By understanding the flow of various tasks you can begin to pin-point areas that are problematic for users and design materials to facilitate their needs.



A DAY IN THE LIFE



What it is

A method where you shadow someone through a typical day in their life. You observe and document events that happen to them on that day, things they do, and how they feel. You may replicate that process over a number of days and a number of people.

Resources you will need

- Blank hourly diary to document events
- Camera to capture events and surroundings

Why it is useful

It is an effective way to gather real insights about real people in situ. This can help you design or re-design solutions that can improve their experience, or validate existing solutions you have in place.



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THINKING HATS



Risks/Weakness



Emotions



Control



Facts



Positive



Creativity

What it is

This is a thinking method developed by Edward De Bono to help you focus your thoughts on particular aspects of a challenge or concept, and to ensure you are exploring it from various angles. The six common hats encourage to think about: facts, positives, negatives, hunches, possibilities, and overall reflections. But you may alter the hat labels to capture other thoughts that you need.

Resources you will need

- Coloured post-its assigned to each hat
- A team of thinkers

Why it is useful

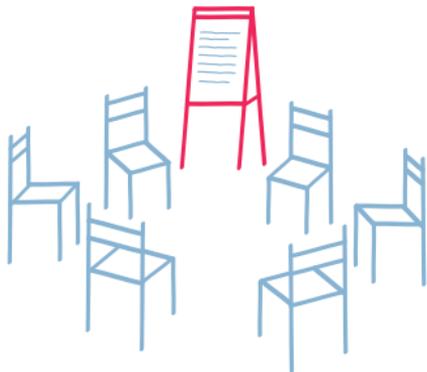
This is useful to focus a group discussion around a particular topic and to ensure the group is exploring all implications around that topic.



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OPEN SPACE TECHNOLOGY



What it is

This is a way of hosting events, where people come together in a space to achieve a shared purpose, but then work collaboratively to set an agenda for the day based on their interests/priorities, and then collectively host and facilitate break-out sessions and a marketplace to discuss the various items on the agenda.

Resources you will need

- A community of interest/practice
- A venue
- A facilitator
- Materials to capture and document conversation

Why it is useful

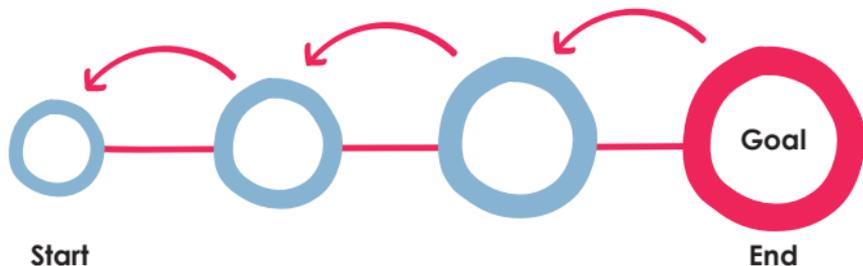
The process is great at leveraging time, space and people around an issue, and empowering them to self-organise to discuss topics that are of interest to them.



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GOAL ROADMAPPING



What it is

Goal roadmapping is a method that helps individuals imagine – in an ideal world where everything is possible – a pathway to achieving their top goals. It starts with defining a set goal, and then working backwards through stepping stones until you reach the present, to identify the activities that need to be taken to achieve the goal.

Resources you will need

- Goal roadmapping template

Why it is useful

This method helps you focus on your goals, and explore all the possible scenarios that can support you to reach that goal. The various stepping stones can offer opportunities for generating ideas for products, services, tools and interventions that can enable goal achievement.