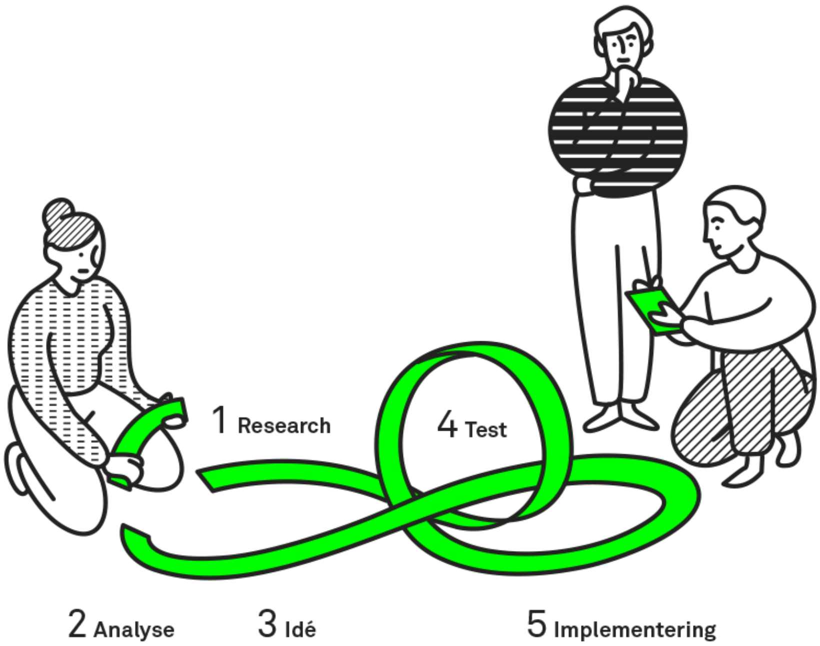

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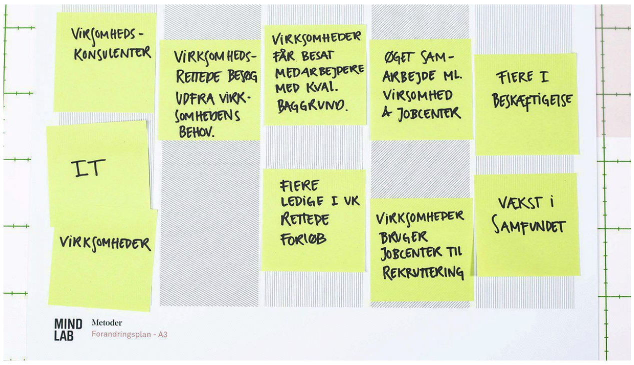
Table of content



METHOD

Theory of Change

A plan of change can, for example, be used to help reveal how a current effort is organized, to check if new ideas are logically consistent or to examine if a certain action will have an effect in the short or long term. The method can also help you rethink the effort completely, and from the outset help you focus on the big questions of what major changes the project will contribute to.

We have positive experience using the plan of change as a tool for project management, as it guarantees a focused effort helps us ask the right questions to enhance the development of projects.

STEPS

1 **Book a meeting** for at least a few hours, where relevant participants with good knowledge of the effort in question are involved. Print the Theory of Change template, or write it on a piece of paper and use it as the focal point for the discussion. In the following example we work from “effects” to “resources”, but you can also begin with “resources” and work towards “effects”.

2 **Write what effects the project should have**, on post-it notes. And write how the effects will be evaluated, if possible.
The effects are the result of an effort, and therefore an expression of the change that happens in the world when the public sector’s action is happening (for example, higher employment).
Attach post-its to the template under “effects” – and discuss what effects are short term and long terms respectively.

3 **Describe the results** that would lead to the desired effects. For example, "Companies will get employees with qualified backgrounds". Be aware, if there are several different results in the effort.
Write the results on post-its, and attach them on the template (see photo).
Draw pathways between the effects and results – and discuss which results precedes a given effect.

4 **Write down activities** (actions, instructions, contact programs or control visits) the initiative consist of, on the post-its.

MATERIALS

Print template of Change Plan (A3)
Post-its
Marker

TIPS

You can also just use the change plan template as a model and write the headlines on a flip chart or on post-its that are stuck to a wall.

Are all the relevant activities included? If there are activities that are performed by others, then you should also consider adding them. Draw pathways between the effects and results.

5 **List the final resources** (inputs such as finance, people, buildings, IT, etc.), that will be used to implement the activities. Hang post-its with the resources to the far left. Connect input with activities.

6 **Identify the critical assumptions** the theory is based on, and list them. For example: "We assume that we have enough unemployed workers with the skillsets the companies demand."

7 **Working with the change plan.** You are now ready to work with your change plan. What questions does your change plan pose, and how will you proceed to work with new activities and resources?

METHOD

Project Focus

Well begun is half done - It is our experience that it is essential for any project's success to form a good, sharp mission statement from the beginning of the project.

Therefore, it makes sense to invest in creating a mutual understanding of why the project is meaningful, and how it should be carried out, when the project is starting up.

Here, the model challenges the project group's different understandings, so you can reach a shared agreement of the starting point for the project. The exercise is to describe the relationships in the project's problem statement, and with a well-described "problem tree" the group is ready to formulate project goals and objectives based on a clear and common understanding.

STEPS

A project workshop is organized based on questions that can identify the problem area. The focusing of the project takes place in two parts: The first part identifies the problem assumptions the project group has, while the second part focuses on knowledge and change.

1. **What do we know in advance about the area** - and what do we think the problem is?

2. **What do we think is the cause of the problem** - and what we do not currently know that requires additional investigation?

3. **What is the consequence of the problem** from our perspective - and from the user's perspective?

The project group discusses the three questions and writes answers on the post-its that will be placed on the problem tree. The answers - and connections - are discussed in the whole group.

If you are a large group, it might help to make “stations" for each question, so the groups physically move around and discuss each question separately. It also makes time management easier.

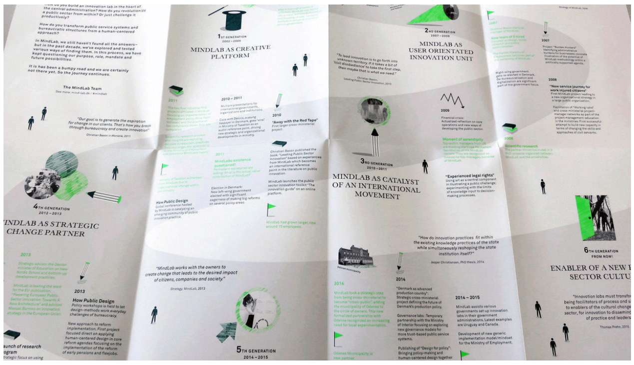
Make sure to write down themes, consensus, challenges and decisions – it can be on a flip-chart, so it is easy to carry out afterwards.

MATERIALS

Print the template Problem Tree or Issue mapping
Markers
Post-it's

TIPS

You can also just use the problem tree template as a model and write the headlines on a flip chart or on post-its that are stuck to a wall.



METHOD

Project Journey

A project journey is a simple and visual way to describe a project. In MindLab, we use the project journey to create a shared dialogue about a project, and we use it both for classic project evaluation, to map what is learned and to get an overview of complex organizational challenges.

Our experience is that the project journey provides a visual overview that makes it possible to spot untapped potential or contexts, we would not have seen otherwise. Often, project journeys provide us with important insights that we can use in our continued work.

The method is also suitable for facilitating a dialogue between collaborators, and it often reveals that partners have experienced a process quite differently. With a well-documented project journey, the group gets a clearer understanding of the project and gains a good opportunity to draw important lessons from the project.

STEPS

1 **Print the [project journey]**, draw a horizontal line on a flip-over or use tape to mark a line on a table.

2 **Inputs from the involved partners.** The purpose is to get the different perspectives from all partners involved in the project added in chronological order. The starting point is a horizontal timeline under which all important activities should be placed. Above the timeline you add the thoughts and reflections related to the activities.

On post-its you note answers to the following questions, which afterwards will be organized on the timeline.

• Key moments. The three – five moments that each participant experienced as the most important.

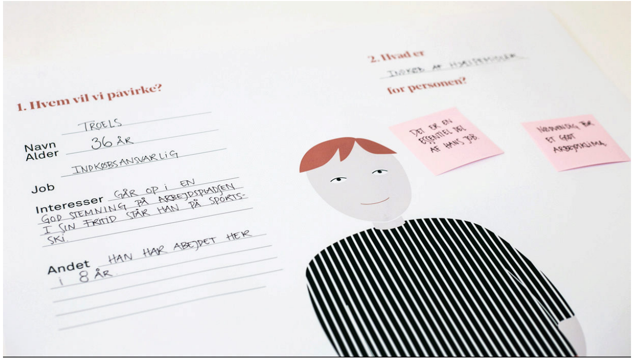
• How did the project develop – walk through a more chronological sequence together. What happened specifically: proposals, meetings, reports, consultancy inputs etc. Who was involved?

3 **What were the challenges / victories along the way?** Conclude by asking all participants to form an overview of the journey / process

MATERIALS

Print template Project Journey - or use a roll of paper or a tape line on the table as a base.
Print two pages with Pictograms (optional)

and place icons representing where they experienced it went best (hearts), where they believe further examination is needed (exclamation marks), and where it hurt (lightning). It may also be important to note the reflections in this final part.



METHOD

Target Group

Focus your research prior to visiting the users and pay special attention to the following: What types of users will be good to get involved in the upcoming user involvement? What features about the users' lives may be relevant to the project's purpose? What assumptions do you have about the users, and are they correct?

STEPS

1 **Book a meeting with your project team.**

2 **Print two-three copies of the poster, preferably on A1-sized paper,** or draw on flip chart paper.

3 **Start with a brainstorm** of all the types of users you potentially could focus on in your upcoming research. In a project with the Ministry of Business and Growth, the brainstorm focused on types of employees who in one way or another was involved with purchasing new devices in the care sector, for example, nurses, HR employees and the purchasing managers.

4 **When you have made a shortlist, select the two-three types of users** that you immediately see the most potential in involving.

5 **Then fill in a poster for each user type.**

6 **The poster consists of four points:**

Point 1: "Who do we want to influence?". Here, you make a short personal profile of someone who is in the target group, you would like to influence with your development project.

Point 2: "What is ____ for the person?". Here, you begin by describing the topic you want to know more about. In the example above, the team would write “purchase of equipment”. Next, you brainstorm on what the topic is for the user. Be sure to think broadly. Shopping, for example, is both a tangible action to place an order, something that allows the front staff new opportunities to display their professionalism, something that can create new cooperative relations, etc.

Point 3: Here, you and your team directs attention towards the

MATERIALS

2-3 A1 Who is your user poster
or
2-3 A4 Who is your user poster
Markers

statements of purpose that, for example, have been defined in a mandate. Based on them, what is your immediate suggestions on changes in the person’s actions / attitudes / emotions you wish to create with the project? Let these hypotheses guide you in the subsequent user research.

Point 4: "Why is not this already the case?". Here, you share your assumptions about why the person is not already doing / experiencing / feeling as you described in point 3. Talk about where you have this knowledge from, and how sure you are, that your assumptions are correct. Use this brainstorm to exclude items you already know enough about, and choose subjects where you can be challenged on your assumptions.
After you have completed the posters, you are better equipped to selecting methods and a focus for the subsequent user research.

METHOD

Interview

One of the best ways to understand how citizens perceive and understand current situations or topics, is by talking directly with them. - Ask about their specific experiences.
We have good experience with interviews of only a few end users. We consider end users "experts" due to their first-hand experiences with a given service or legislation. The users' knowledge is an important prerequisite for developing concrete ideas for new initiatives or improvements. We often use quotes from the interviews along with a photo of the user to present the discovered insights at the workshop, or we film the interview and use it as a facilitator to create an engaged and focused idea development.
The qualitative data obtained from a smaller number of interviews (e.g. 5-8), should be seen as an important addition to the quantitative data. They obviously cannot stand alone. An interview can be used in several stages of the process; during the start-up to be better zoomed in on the project's focus, in the research phase to increase your knowledge about the users' experience and understanding of a given situation, and later to test a response to the developed concepts, ideas and prototypes.

STEPS

1 **Print the material** for the interview guide, for the stages before, during and after the interview.

2 **Prioritize 5-8 people from your target audience.** To get a full understanding of the field you are studying, it is important that you interview representatives with different experiences. For example, it may be legislation is experienced differently depending on the size of the companies affected by it.

3 **Prepare for your interviews** by completing the interview guide. Formulate a wide variety of questions in the interview that comprehensively will cover the user's experience and attitude to a give situation or subject. Ask yourself: "What do I want to know about the user?" And "What do I want to know about the user's firsthand experience of the current situation or subject?". Save any questions about the user's opinions you may have for the end of the interview.

MATERIALS

Print Interview Guide
Note paper and pen
Camera (cell phone)
Audio recorder (cell phone)

TIPS

Remember, it is the users' firsthand experience you want to have an insight into - not objective facts but subjective experiences.
Take breaks and let users speak out, before asking a new question.
You can break free from the interview guide during the interview, if the conversation turns into an unexpected but

Ask open-ended and specific questions so you do not assume too much about the user's answers. Start with the questions: who, what, where, how and why, so you do not end up with yes / no answers.
For example, "Do you know what school you will choose after the 9th grade?". Do not ask leading questions such as "Are you going to STX after 9th grade?". Encourage the user during the interview to elaborate and provide examples to go along with the responses- find guidance for creating questions in the interview guide.

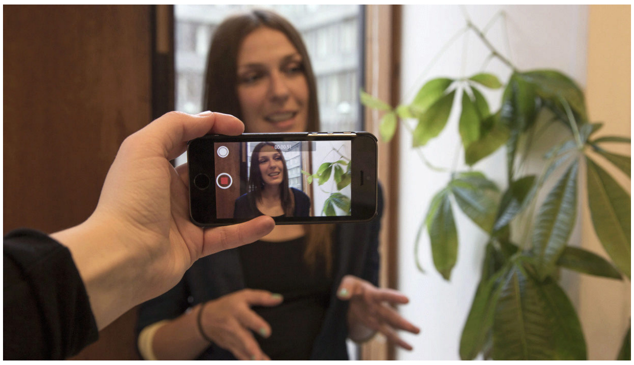
relevant direction.
Customize the questions after the first interview if the questions or form does not work as intended.

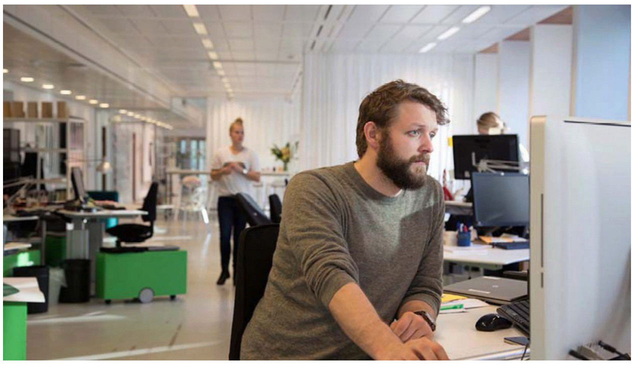
5 **Get in touch with people from your target audience.** Briefly tell them about the background of the project, the duration of the interview, any preparation that might be necessary and how the content will be used.

6 **Introduce yourself,** your role and explain why the user's input is important to the project. Ask if you can record the conversation and take pictures for internal use.

7 **The interview** must take place in the environment the interview is about; if you are testing a webpage, then it is in front of the computer in the person's own home, if you are testing a public service then the it is at the public institution where the service is being provided and if you are testing something related to the person's work then the interview takes place there. You can ask the user to give you a tour at the workplace or walk you through a situation or service at the end of the interview, if it is relevant for the project. Also see Service Journey.

8 **Select key insights,** observations and quotes. Use quotes from the interview together with a photo of the user to present the discovered insights for your colleagues or at a workshop. See guidance material for recapping interviews in the interview guide.





METHOD

Film & Sound

The presentation of citizens' experiences creates empathy for decision-makers, and is a strong springboard for the development of better ideas at workshops. The work in ministries are often full of abstraction, and meetings that remains abstract, which rarely results in concrete solutions. Citizens' stories should not be seen as a replacement of using quantitative data. Instead, it can be advantageous to present both together at a workshop.

Using short audio or movie clips we have learned that; they always stimulate empathy, commitment and drive, and are a great way to get participants at a workshop to discuss a topic and then think in specific solutions. Citizens' experiences force us to think concrete rather than abstract, and that it is needed, when developing powerful solutions.

STEPS

1 **Production**
We recommend that you primarily use smart phones to convey simple statements from the end users, as they are easy to operate. After an interview you can ask your end user to repeat one or more key points, while you record it. You can also record the whole interview, but it necessitates more work afterwards.

Are you planning to produce a more sophisticated film with several contributors, and therefore need knowledge of editing programs, you are welcome to contact us or another actor who can perform the technical part of the film/audio clip for you. We can also help you find a suitable production company.

2 **Prepare for your interviews**
See more about the Interviews
Find out what core challenges it would be advantageous to present as audio or movie clips?

3 **Select contributing citizens or companies.**

4 **Think about location,** how can the points be supported best?

TIPS

The advantage of film clips is that you can show a context or behavior visually. The advantage of an audio clip is that listeners cannot be disturbed by the appearance or other visual disturbances - and that the citizen can remain (relatively) anonymous in the clip.
Remember that the participants must answer in full sentences, which the audience then should be able to understand, without your questions.

METHOD

People Shadowing

A practice check is a snapshot of how initiatives are interpreted and put into practice by the recipients. It provides an immediate insight into a group of citizens or stakeholders' everyday life before a new initiative is organized.

There are many ways to ensure that you are in sync with the end users, it can be a phone conversation, a focus group or visiting the practitioners. One of the methods we use is participant observation, which is a quick way to get a nuanced practice check, and which can provide knowledge, that subsequently can save you a lot of research by making the following work far more concrete and realistic.

STEPS

1 **Make an appointment with a relevant person** from your target audience in a certain time slot or during a particular public service. Tell the user how and why you want to observe a given situation, for example when the user meets his case worker.

2 **Preparation - make sure you understand the context.** Is there anything special you should be aware of?

3 **When you get there** - explain again why you are there and what the purpose of this practice check is.

4 **Follow your user** and ask about actions to get elaborated answers on why the users do what they do - and observe the atmosphere and surroundings.

5 **Write down what specifically happens,** "Martin stands at the kitchen table and opens a letter from the unemployment insurance fund with a notice to meet with them." Be very specific with indications of actions, places and times.
Note the atmosphere that characterizes the actions: "There appear to be a positive atmosphere in the reception". Describe what comes to mind - "There are many binders, people greet each other."

Write down what immediate reflections / thoughts you have about the actions. "The caseworker seems friendly, but a little supercilious".

MATERIALS

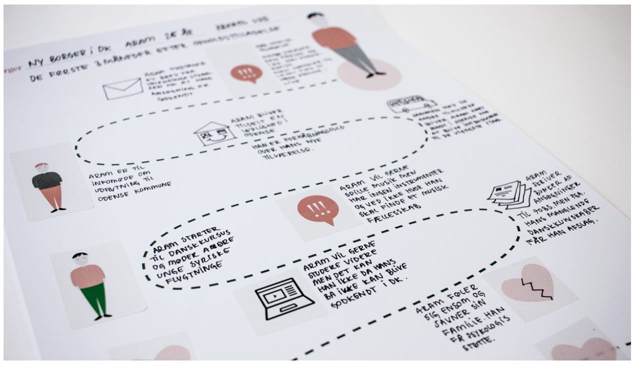
Print the template
Observation
Notepad
Possibly camera/smartphone

TIPS

Dress up so you fit in. If you need to be on a production line in a factory, it seems inappropriate to appear in a suit.
Also, find a suitable and discreet way to take notes.

Remember to describe your reflections continuously, it makes your observations sharper and easier to work with. You can find a starting point in the template [Observation].

We often use the smartphone to record audio or video of selected actions. However, it is always a good idea from the start, to ask if all parties are ok with that, and to tell them how the material will be used.

METHOD

User Journey

The user journey facilitates the “journey” through a public offered service as one comprehensive experience seen through the eyes of the user. The user journey can visualize a single service and simultaneously make the interactions with other public authorities clear, and thus reveal any need for cooperation across public sectors in the further development of the service.

The method provides a visual overview of the specific incidents that takes place, the authorities and people the user is in contact with as well as the user’s experiences. In this manner, the journey through the public service is conveyed as one complete experience seen from the view of the user.

STEPS

1 **Who is your user?** Choose your main users of a given service. See Target Group Mindset.

2 **Meet your user,** and get the user to describe his experience with the service. Here, we use a timeline as a starting point. Place a piece of flip chart paper on the table and draw a horizontal line or print a user journey template. This is your timeline, and on this you can place events in chronological order beneath the line and reflections / quotes pertaining to the experiences over the line.

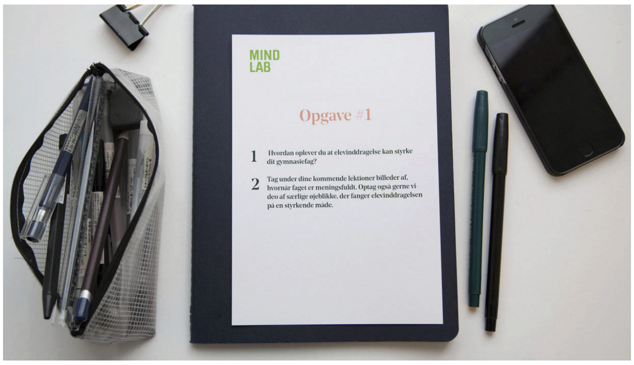
3 **During the conversation, the following should be covered:** Course of events. Possibly before, during and after the actual service.
Contact reach: Which people and organizations they have been in contact with?
Through which channels did the contact happen: Phone, web, personal meetings, letters?
Key moments: Which 2-3 moments in user journey did the user see as the most important?

4 **Notation and presentation** of the user journey. In order to structure and communicate points from the conversation with the citizen as clearly as possible, it can be a good idea to type up the user journey. Introduce your user to the template Who is Your User? And use our User Journey template and Pictograms to illustrate the user journey.

MATERIALS

Print the templates:
User Journey
Who is your user?
Pictograms
Markers
Post-its

Use the pictograms to mark the places on the journey that has great emotional significance or contain a realization for the user.



METHOD

Cultural probes

Get valuable insights regarding a specific group of stakeholders' experiences during a course of events, without the need of your presence – simply by giving a small concrete task to the stakeholder.

Invite the stakeholders to present their experiences, and get a good insight into aspects of their everyday lives, need and wishes. The visual material gathered serves as an image of the stakeholders' own experiences and perspectives on the concerned topic. In the following issue framing and ideation face the visual material can, amongst team members, act as a strong common reference to the user perspectives gathered.

STEPS

1 **Write questions,** you would want to know the user’s response to. For example, ask the staff of a nursing home: "How do you experience the quality of life for the elderly?".

2 **Set a simple task,** be clear about the time frame and give a letter with questions regarding specific practice tasks. For example: "In the upcoming week, take pictures of what you perceive as quality of life for the elderly. Also feel free to record videos of special moments that capture the quality of life in the nursing home. "

3 **Review the responses with the stakeholders,** by doing interviews or inviting the group of stakeholders to a fokus group session, and gather understanding of the responses collected on a high level of detail.

MATERIALS

Camera/smartphone
Your small task

METHOD

Portraits

You have rich and complex data about users, that has to communicated simply and understandably to, for example, the working group that helps you generate ideas on solutions to a problem.

The aim is that the working group should get familiar with the portraits, so they have a deeper understanding of the variation among the users. Portraits are a good communication tool that creates engagement, and they are useful to remind us that we develop solutions for people with individual needs to be adapted to the different contexts they later will be implemented in.

STEPS

1 **Make the starting point clear:** What exactly do you use the portraits for - and what discussion will they be used to illustrate?

2 **Get knowledge about the users** by collecting relevant qualitative data, perform interviews or anything else that can give you a good knowledge of the end users.

3 **Describe, complete and print the portrait in the template.** Use the knowledge that you and your team have found during the Collection of Information in the template.

4 **Remember to clarify the questions of anonymity:** You can consider using other names for the sake of anonymity.

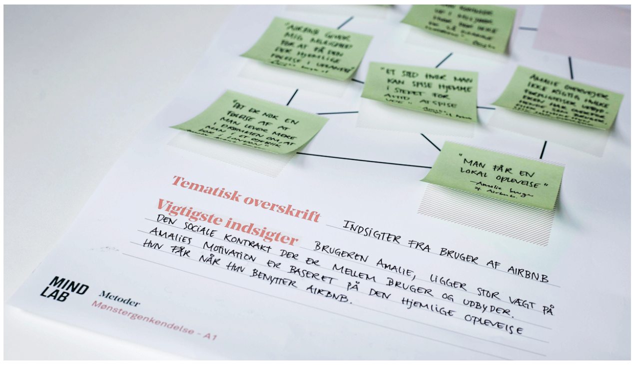
5 **Start by presenting the personas** at the meeting / workshop - so participants get to know the end users.

6 **Consider asking the participants to reflect on the personas.** Do you recognize them? Is there anything that surprises you? What is most interesting about the persona?

7 **Now you can start generating ideas**, if that is your purpose. You can use the development questions when discussing development tracks.

MATERIALS

Print the template Portrait (A4)
Markers
Photos



METHOD

Pattern Recognition

You've collected a lot of data possibly from interviews, and now you need to structure your knowledge and identify patterns that cover key themes so your data can be communicated clearly.

The method is valuable because it is based on, and maintains, what has been observed in the "real" world. This method works from the bottom-up and is based on the users' statements and own observations, possibly from interviews, to subsequently structure the statements and find patterns in the data. The patterns should identify themes / main conclusions that ideas can be generated from.

STEPS

1 **Tell about key findings** from the meeting with the user based on your field notes. An observation can be, "Julie thinks she can earn up to 40,000 extra, which is not taxable" Use quotes from users whenever possible. You can play selected clips from interviews. If you have pictures from the field, then print them out and set them up - it creates empathy. You have ten minutes to present each user. Make sure to keep the time.
The others in the group doodle away on post-its with analytical statements and perspectives that comes to mind, during the presentation. Just write away. Be sure to write only one point on each post-it as they need to be moved around.
The post-its are then put on a flip-over before the next user presentation.

2 **Now look across** all the statements that you have written on post-its and fill in the template.
Examples of statements that can be assembled across:

• "It's not just a financial transaction but also a social".

• "A social contact which commits both user and provider to take care of what is shared."

• "Both user and provider emphasizes that a shared economy universe is based on social contracts."
Collect them in patterns, so post-its related to the same theme, are

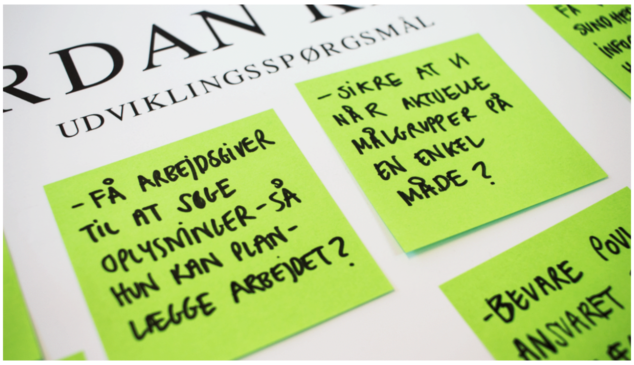
MATERIALS

Print the template Find Theme
Post-its
Markers
Flip-over
Photos / Quotes from the field

together.

3 **Give the pattern a thematic headline** that identifies and summarizes a key conclusion. For example: "The Social Contract"

4 **Finish with at least three main conclusions.**



METHOD

How might we?

Defining of How Might We questions is a simple, but highly methodical grip, to bridge the gap between what you know from your analysis, and the ideas you want to develop.

The method is to formulate the questions, which the subsequent development of ideas should answer – simply put, it is to ask "How Might We ...?".

When answering How Might We questions, you begin to set the direction and level of ambition for your development of ideas. It provides a clear priority from the beginning - and therefore the definition of development questions is an importent strategic exercise for the project and your organization.

STEPS

How Might We questions can advantageously be used with the method Pattern Recognition.
After having used the Pattern Recognition method, you have the 3-5 most important findings from your user research – you are ready to ask the How might We questions:

1 You divide the 3-5 main findings / challenges between you and your team members. From each finding you brainstorm How Might We questions. A How Might We question is a sentence that starts with "How Might We ...?" And describes what you want to achieve with the initiatives / ideas that the project will develop. Try to answer your How Might We question, if it docent allow for a variety of answers, broaden the question.

For example: "How might we work constructively with the group of teachers who are vocal against the new working time rules?”

2 When you have defined the How Might We questions, you choose the 2-3 most important ones, which should be in focus of your subsequent idea brainstorm.

MATERIALS

Post-its
Markers

METHOD

Perspective Cards

Get new refreshing perspectives from other contexts - shift focus! If you are at the beginning of a somewhat deadlocked project or in the middle of a thought process where the group needs new inspiration for the development of ideas, then perspective cards can help.

Perspective cards can serve as an inspiring kick starter of a thought process, and can help you take a starting point based on the user's perspective and get concrete ideas for initiatives, when you have to respond to a challenge

If these perspective cards don’t fit your project, then you can get a similar effect by selecting and printing photos from the web from other industries or other contexts than those you normally work in. As an example, we introduced pictures from a grocery delivery company for a group of teachers who had to develop ideas on creating quality in a stressful working day. How would their ideas look inspired by the boxes of fresh groceries delivered to the customers’ doors?

How will the image of a football team, a space shuttle, a greenhouse or a fast food restaurant spark ideas in your project? Use your imagination - it's simply about helping group members think outside the box and to incorporate new perspectives and approaches.

STEPS

1 **See the Perspective Cards** and print them in A5. **Spread them out on the table.**

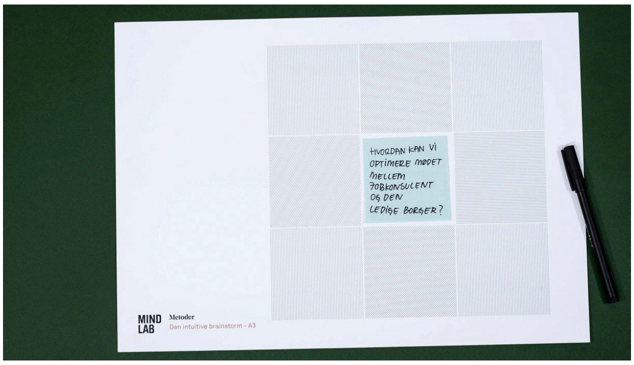
2 **Each participant chooses 1-3 perspective cards** which they intuitively find most relevant. The cards are generic and requires participants to clarify them in relation to the specific project.

3 **Rephrase any questions** on the cards to development questions that are relevant to your project.

4 **Present the chosen perspective cards** for each other in the group. Why have you chosen that specific one? What inspires you about the card? What can you take with you, and how can the perspective play together with your work?

MATERIALS

[Perspective Cards]



METHOD

Brainstorm

We've all been to meetings where we share great knowledge about a subject without getting the opportunity to also provide specific ideas. With these two types of brainstorm, you will systematically, simply and effectively transform questions and challenges into ideas.

Here, we have examples of two brainstorm approaches; the structured and intuitive brainstorm.

For both variations, you can benefit from putting together a team with different professional competencies - to get as many different ideas as possible.

STEPS

THE INTUITIVE BRAINSTORM

1 **Print a template of [The Intuitive Brainstorm] for each development question.**

2 **A group of 3-6 people** will receive four development questions that they must generate ideas from. The challenge is either pre-defined or will be defined together with the participants. The development question should be written on a post-it and put on the green areas in the middle of the poster.

3 **The group generates ideas** on the question for about five minutes and then places eight ideas in the areas around the challenge. The ideas should be written on post-its in a different color.

What characterizes an idea, is that it is a practical solution to the given challenge. It can relate to an experience, a practice or a technical solution that you need to specify further. The exercise has the option for ideas that are very general, to be put in the center of a new generation of ideas in which the group members are focused on making the idea more specific.

The exercise will stop when ideas are generated for all challenges, and it is ensured that all challenges will be answered with concrete ideas. Afterwards, these ideas are prioritized and possibly further developed into one comprehensive concept.

MATERIALS

Print templates The Intuitive Brainstorm and the Structured Brainstorm
Post-its
Markers

THE STRUCTURED BRAINSTORM

6 rounds with 6 people
3 ideas per person / per round. An idea for every challenge
4-6 minutes per round - a total of 30 minutes.

In contrast to the intuitive brainstorm, the participants sit in silence during this exercise, and describe ideas in writing and build on each other's ideas. All ideas are considered equally good during the exercise.

1. **Print the form** [The Structured Brainstorm] in A2 - 1 per participant.
2. **Write a development question** on each sheet and give each participant post-its.
3. **Place the participants around a table** so that they can exchange papers with their neighbor.
4. **Now, each participant, in silence** writes solution ideas down on post-its and puts them on the column to fit the round, they have reached.
5. **Participants pass on the sheet** to the person sitting to the right of themselves, when the round ends.
6. **Participants are now holding their neighbor's ideas**, and may choose to build on them or describe new ideas in the next round. Participants put post-its on the sheet before the round ends.

METHOD

Priority Grid

You are left with a bunch of ideas from your ideation brainstorm, and want to select the most promising for further pursue.

The method is about selecting the best ideas. It is important to get a lot of ideas, but it is also crucial to prioritize them. Do that by holding the ideas up against some of the parameters you use to measure the success of the progress on. A parameter can be "realizability" which is about whether the idea can be realized within the existing organizational framework.

STEPS

The method is performed in groups.

1 **Print the Priority Grid.**

2 **Write the selected parameters** on each axis and degrees of difficulty and ease. Parameters can be, for example "value to the user" or "integrity".

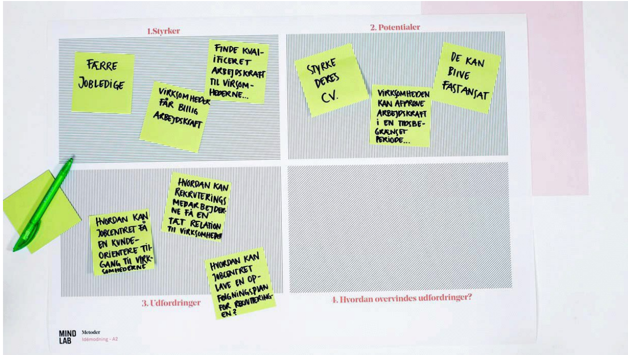
3 **Discuss each idea** in the group concerning the parameters and place them according to the Priority Grid. Once all ideas are placed, the prioritization begin.

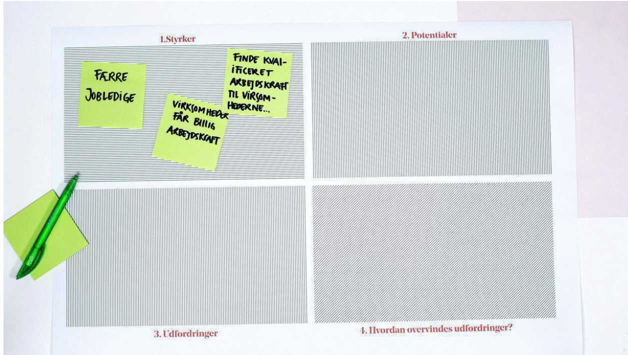
4 **The prioritization can take place as follows**: Ideas located in the lower left corner (hard to achieve with a minimum value for the user) can be taken directly off the board. The ideas in the lower right corner (highly realizable but low value for the user) must either be rejected or modified. For the ideas in the upper left corner (hard to realize, but of high value to the user) you can be "plant a seed" and maybe work on them later. The ideas that are in the upper right corner (easily achievable with high value for the user). These will be the ideas that are best to work with.

Now you have identified the potential of the ideas in relation to your criteria, and you can then make an informed selection of your ideas.

MATERIALS

Print poster Priority Grid
Or use a flip-over
Post-its
Markers





METHOD

Explore Your Ideas

Explore your ideas can help you select the most promising ideas, by refining your ideas. The method is a structured and solution-oriented way to build on what appears to be interesting ideas that have come out of a brainstorming session. This method evaluates strengths and provides solutions to the challenges related to the ideas and helps you select the most promising ideas out of the bunch generated in the ideation face.

STEPS

1 **Start by choosing an idea** that you would like to develop.

2 **Print [The Maturing of Ideas] poster** or write the following headlines on a flip chart: "Strengths," "Potentials," "Challenges" and "How to overcome challenges." You now investigate your idea in the following order:

3 **Strengths**: Write at least three strengths of the idea.

4 **Potentials**: Write at least three suggestions on effects that the idea could help create.

5 **Challenges**: Think about the challenges you see related to the idea. When writing the challenges, you can formulate them as development questions. If the challenge is that the idea is too costly, a development question could be "How can we mobilize more resources?".

6 **"How to overcome challenges"**: Brainstorm on how the challenges can be overcome. That is how the idea can be improved.
Once you have completed the process, you are left with a stronger idea that could look quite different than when you began.

MATERIALS

Print The Maturing of Ideas poster
Or use a flip-over
Post-its
Markers

METHOD

Concept Poster

Concept development is a process that creates a coherence in relation to the best ideas that you decide to keep working on.

The poster is good tool to create an overview of the best ideas, and the visual format makes it easy to tell and explain others what you want to do.

STEPS

Concept development is done by taking a position on which products and activities that should be included in the project. Before beginning work on the concept poster, you must have selected your best ideas – you can use the Priority Grid to do it.
On the poster, fill out the following points:

1. **What is the concept's title?** The title should contain the main idea while also being catchy.

2. **Description of the concept.** Which products, activities, services and other components are included in the concept?
Write ideas on post-its as they are easier to move around after they are stuck to the concept poster. When the final answer is chosen, you can write them directly on the poster, so it can be used as presentation material.

3. **Who is the target audience?** Which users are affected directly and indirectly by the concept?

4. **What effects should the concept create among the users?** Should the concept create security, clarity, effectiveness or something else?

5. **Who should be involved for the concept to become a reality?** Describe in relation to the financing, development and implementation.

6. **Who should be responsible** for the operation, and for the further development of the solution after it is implemented?

How is the concept different from previous solutions? What's so

MATERIALS

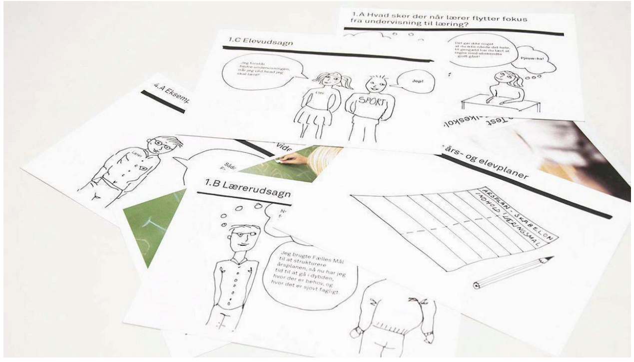
Print Concept Poster
Markers
Post-its

TIPS

Reach out to us, if there is a need for change to the concept posters, so they better fit your project.
If you can, put together a group with different professional competences. Also include representatives of the end users of the concept, as it can bring additional aspects into account.

special about this particular concept?

8 **Make suggestions** on what it takes for the concept to be realized.



METHOD

Proto- & Provotypes

Test ideas quickly. A prototype is a visualization of an idea, for example, an outline of a public letter. The key is to get fast inputs to an unfinished idea from end-users, in order to further develop the idea.

Provotypes, on the other hand, are sketches of solution types that are unrealistic, but may provoke a discussion with users: What would they definitely not want?

Prototypes

Prototypes are designed to show a real, but unfinished vision of how new solutions can look. The crucial factor is the ability to quickly test ideas and get concrete inputs, instead of just speculating about them.
For example, we tested a prototype of an idea related to a knowledge sharing format between teachers. We tested the idea on the target audience and in one hour we got important inputs that helped us adjust the idea.

Prototypes can be used to test ideas several times along the process, as part of an [iterative process].

Provotypes

Provo Types are reminiscent of prototypes, but have a different purpose. They are sketches of solutions that are unrealistic, but may provoke a discussion with users, decision makers and other stakeholders on the issues that are crucial to account for in the development of new initiatives. In this way, provotypes helps articulate some of the issues that users find it difficult to put into words in a regular interview or a prototype test.

In a project for Employment and Social Services Department in Odense, a provotype solution was, for example, "First Picker" where the long-term unemployed citizen was handed the profile descriptions of all caseworkers - and where the citizen then could choose the caseworker, they will work with. A provotype can also be external illustration of a service or an organization to get a discussion about what it should not be.

Provotypes can be used as part of the first user research or in extension of the first round of the generation of ideas.

STEPS

Decide on a focus for the provotype. You and your project team starts by making a brainstorm about what themes it can be difficult to elucidate through an interview or observation, and where a provotype therefore can be a help.

2 **Create the provotype:** Describe what provotypes could help users, decision makers and other stakeholders reflect on the themes in question.

3 **Introduce the provotype:** Present your provotype to those you want feedback from - it can be citizens, front staff or others. Present provotype carefully so they get a sense of an everyday life where the provotype is real.
Ask what the provotype specifically would mean for them, and write down the answers along the way.
Use their feedback to formulate development questions you can work on.

MATERIALS

The prototype or provotype may be paper with an illustrative picture and a brief description of the idea. Or it may be an existing object you modify, depending on the idea.

METHOD

Future Scenarios

Future scenarios are a powerful tool that provides tangible insights into how ideas can create development and practice changes.

A future scenario is a short, coherent story that tests how the seemingly interesting idea will affect the behavior and experiences of citizens, public employees and other affected persons. In this way, the future scenario can help a project group assess whether their ideas may actually be able to realize the impact the project is intended to cause.

Our experience is, that dialogue and process about a future scenario in a project in itself can qualify ideas, and can, for example, be carried out at the end of an idea development workshop.
The method can also be used at the very beginning of a project to focus the project's assumptions.

STEPS

Before the workshop

1 **Select an idea** that should be displayed in a future scenario. This may be an idea from a brainstorming session on how a given service should look like in the future.

2 **Prepare the following remedies** to make the future scenario:

3 **Print backgrounds** – For example, three stages that illustrate before, during and after a service. Find pictures on the Internet that illustrate the places where the scenario takes place. Background photos could be a park, a home, a library, etc. Print images on at least A4 paper and set them up next to each other in the desired order.

4 **Scenario participants**: Print People, write and draw who they are on them. You can also use pictures of the workshop participants, if that makes sense.
You can use small post-its for quotes.

5 **Remedies**: Write and draw on post-its anything else that is included in the scenario. For example, phones, money,

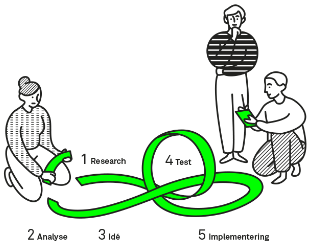
MATERIALS

Wallpapers printed on A5, A4 or A3.
Print Scenario People
Paper
Markers

TIPS

You can also print a number of images out that can help define where a service takes place. The selection of backgrounds can challenge the dialogue among the participants and sharpen their ideas.

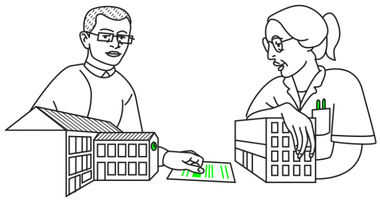
publications, vehicles.



MINDSET

Process

How do you organize a process, making sure you get the most out of the time and resources devoted the project at hand?
At MindLab we have a variety of methods we use to ensure a human-centered design process for all our innovation projects. The methods used vary from project to project and depend on purpose, stakeholders and size. You can read more about our mindset across all projects, here. The methods in our collection, is presented in the order they are commonly used in a project. The methods are categorized into process phases: Research, Analyses, Ideation, Test and Implementation. Each method is put into context, by suggesting which other methods could be beneficially combined.
All large-scale public innovation projects share the obstruction of being both complex and with a high level of detail. Why there rarely will be just one simple, singular solution to cover the entire spectra of challenges revealed during the research process. To broaden our understanding of the challenge faced, we question the source of the issue by meeting and understanding our user group, bottom up. We put emphasis on the involvement of the user group throughout our projects, by including citizens or businesses to qualify and test ideas. We have experienced that visual and tangible methods and prototypes, used for research or testing in company of the end user, motivates and encourage more bold and detailed ideas within the project group



MINDSET

Target Group

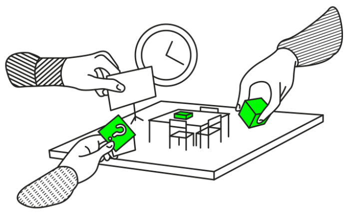
Know your audience and stakeholders - and involve them early.

If the public service and the law are to meet the needs of citizens, businesses and interest groups, we must have our finger on the pulse among those groups where change needs to be made. It requires a continuous effort to gather perspectives from the end users. Both when formulating new legislation or reforms, or when a service is reviewed so it later can make a positive difference in the end users' everyday lives.

We have extensive experience in collecting qualitative input into public development projects, and it always generates more tangible discussions which helps create a clearer sense of what the project can and must achieve for the individual citizen or business. Public projects are often quite complex and abstract with a lot of stakeholders and end users. - That is why, it is important early in the project to include end user inputs, in contrast to the sometimes endless quantitative studies and data - in order to create empathy and drive among the project team.

When we interview citizens or companies it is typically only between 4 and 8 - more is actually not needed to get a balanced contribution to the development of the project. It can be a challenge to choose whom to talk to, but think about getting a variety of perspectives, for example, a large, medium and small business etc. The qualitative inputs almost always have to be combined with quantitative data, so visit the end users without first having an overview of the field. You can also find help in Learning About the Users.

We can never test the accuracy of our assumptions through analysis. We have to get out and explore assumptions and ideas along the way - away from the desktop and close to the target audience where the solutions are present.



MINDSET

Workshops

Workshop or traditional meeting?

A workshop breaks with a traditional perception that decisions are made only in a fixed format with a speaker, audience and a PowerPoint show.

A workshop is an alternative and participatory format that can serve multiple functions. A workshop can provide a common understanding of a problem, and can create a shared platform to address the challenges.

The specific format, that is based on stakeholders and users, often creates a greater sense of ownership among the project group, or it can be intended to bring new perspectives into the development process.

There is not necessarily a strict separation between a meeting and a workshop. A traditional meeting can for example be made much more relevant and engaging by introducing a brainstorming session or a debate on specific user inputs. For the workshops we hold - we spend a lot of time planning what methods that should be used to create the most value.

STEPS

Organization of the workshop

1 Hold a preparatory meeting with the project group. Align expectations and agree on the workshop's purpose.

2 Select the participants of the workshop and the methods you want to use. Feel free to contact MindLab for feedback or adaptation of individual methods.

Find a balance between quantitative and qualitative inputs.

• Presentation of data and user perspectives.

• Group work- what are the challenges? What value creation will we achieve? Idea development.

3 Plan, so there is a balance between short presentations, plenary discussions, exercises and group work.

FOLLOW-UP

The work after a workshop is as important as the preparation and execution. It is crucial to follow up on all the day's insights. Preferably, make a plan for how you will follow up and continue the workshop.
You can send an email to the participants with a note about how the next step of the process will take place.

Consider making posters that participants have to fill out during the group work. They can also be useful at the plenary discussions and can subsequently be used as reference.

5 Write a script for the workshop - a script for the day.

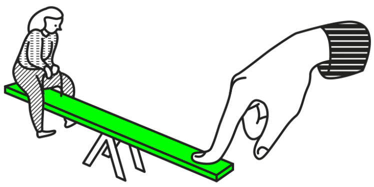
Be sure to have a good and preferably inspiring room available. You may need to move around the tables and chairs for the group work.

How to

1 Welcome the participants and make the day's objective and program clear to them. Consider beginning with an exercise to shake the group together, for example, about what motivates them about this project?

2 Consider getting the participants to introduce themselves, and bring name tags.

3 If the participants are divided into groups, it can be advantageous to have a facilitator in each group to ensure that the work is consistent with the workshop's purpose.



MINDSET

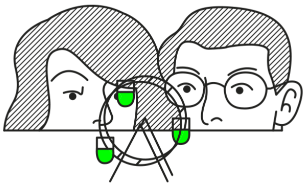
Effect Focus

To get successful results, you must make clear how you turn development into reality – and how you can make room for the desired change of practice.

We see the implementation as a circular process in which we continuously evaluate whether the change of practice occurs and whether it creates the desired effect. We do this with an eye on the political intention behind the project and with respect for the working procedures of the organization in question.

To make sure a service, law or reform creates the desired change, the project work must take place in the interaction between policy and practice. Effects happen through analysis, testing and dynamic learning - implementation is ongoing and adapted along the way.

Before you launch a project, it is a good idea to formulate **the sign of success** that will be visible when your project is implemented.



MINDSET

Test your ideas

We see projects as development processes, where end users' continuous criticism, perspectives, experiences and good ideas are essential parts of ambitious solutions.

Through years of experience, we have learned to focus on a strong link between development and implementation. Successful results are dependent on you realizing from the beginning how the development can become a reality, and thereby create the desired policy change.

Therefore, you should stop trying to just think of a solution. Instead, investigate from the beginning if it is the right problem that is being addressed, what the end users' real challenges are, and whether the policy change will create the value that you want. Reduce risks by involving the end users in the process and identify errors quickly.

Troubleshooting, feedback and further development can happen at workshops, during interviews or in dialogues with the end users. It is our experience, that this approach saves time and resources.