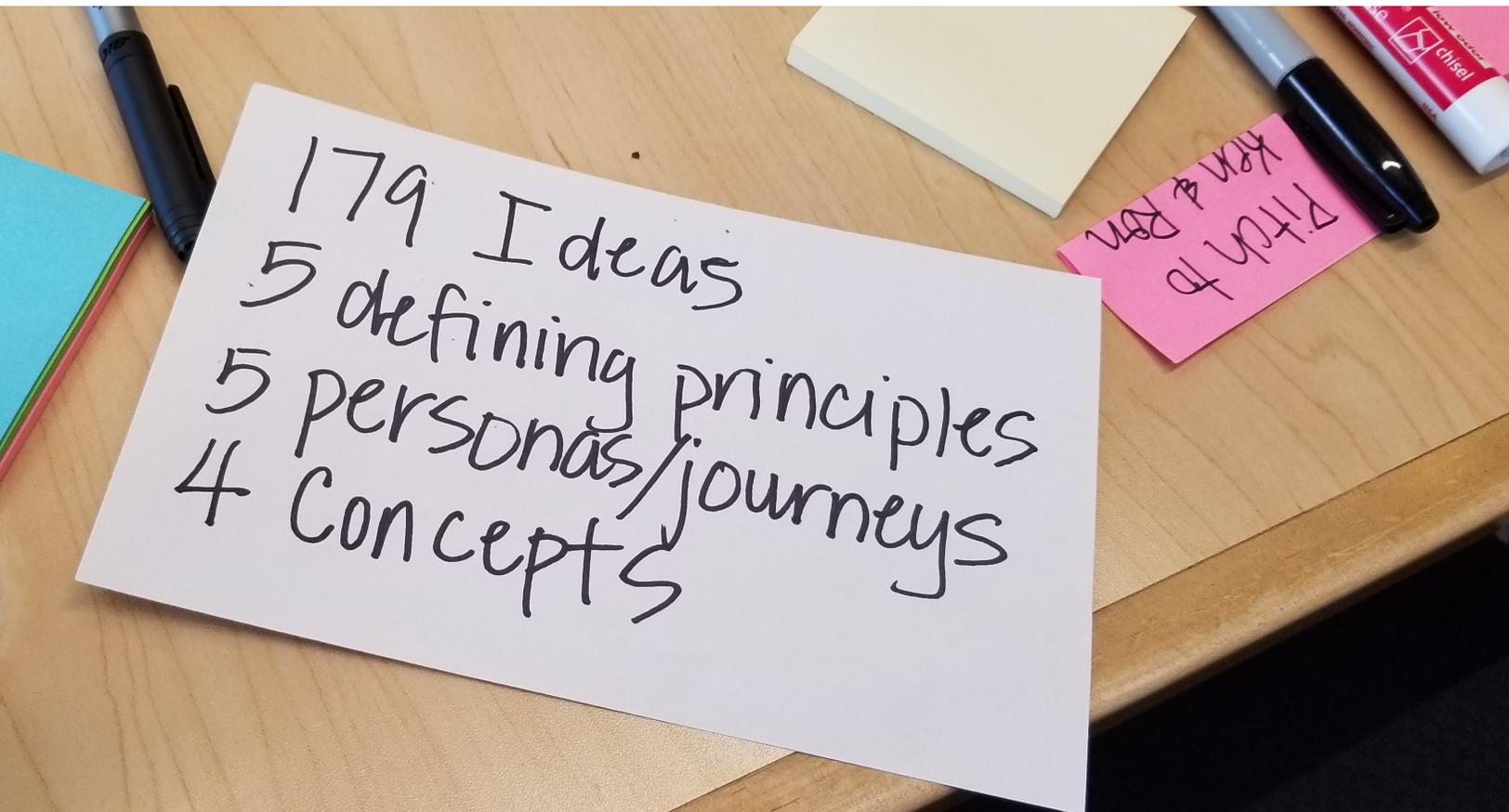




The NetHope and Fjord quick intro to

SOCIAL SECTOR DESIGN THINKING

Why, what, and how



We are

THE CENTER FOR THE DIGITAL NONPROFIT™

We pull the future forward so that international nonprofits can do good better.



We are

FJORD™

We harness the chaos.

From intangible to product.



WHO WE ARE

NETHOPE

Through collaboration, we bring together the expertise of the technology sector with the on-the-ground experience of nonprofits to create a foundation for forward-looking organizations to deliver aid, relieve suffering, and build hope. By providing the expertise, resources, tools, guidance, and grantmaking needed for digital transformation, The Center helps nonprofits achieve the efficiency of tomorrow today. The Center has three areas of focus:

People: Our Human Capacity initiative targets the skills most needed by leaders and staff at nonprofit organizations.

Process: We're building reference models and benchmarking tools to support Organizational Excellence across the sector.

Technology: Our Advanced Technology initiative establishes the best practices, standards, and tools relevant for the critical work of addressing our shared global challenges.

To find out more, visit: www.nethope.org

FJORD

Whether we're transforming customer experiences or reinventing business models, we make sense of the patterns. We connect the dots. We create something from nothing.

There are two parts to this: Service Design & Strategy and Digital Product Creation. Unravelling the wool, then delivering the magic.

To find out more, visit www.fjordnet.com



WHAT WE'LL BE DOING

A **Design Thinking** approach is key for us in solving the world's complex problems and reaching the Sustainable Development Goals. That's why we want to share it with you in this Quick Intro.

Design Thinking is used in the first phase of NetHope's Ideate, Execute, Deliver, Assess™ (IDEA) process. In just a few days, it guides teams to produce clear concept solutions to the challenges they face.

These are among the set of tools that our colleagues at Compassion International, HIAS, International Refugee Council, Medair, and Norwegian Refugee Council used to advance their digital transformation in only three days.

REDEFINE

EMPATHIZE

IDEATE

PROTOTYPE

ITERATE



WHY WE'RE DOING THIS

WHY DESIGN THINKING?

The world is changing at an ever-increasing pace.

New technology and the digitization of everything enable us to do things in the most remote places we couldn't even imagine a couple of years ago, but it has also led to dramatically raised and constantly changing people expectations.

In this new context, the social sector is also faced with more and more complex problems. Problems that don't have one simple answer. And the solutions must be generated quicker than ever, or they risk being irrelevant before they are even launched or fall short of keeping up with exponentially growing challenges.

Nonprofits are realizing that they need to change the way they work to be able to deal with this new reality, and Design Thinking has proven to be very successful for NetHope members and hundreds of businesses worldwide.

TIP! There are a lot of different methods that can help you in each of the phases. You'll find a few at the end of this booklet, and there are many more to be found online.

WHAT IS DESIGN THINKING?

Simply put, Design Thinking is an approach to problem solving, that is based on a design process and methods and tools from design. The process consists of 5 main stages:

RE-DEFINE Start by re-defining the problem. The initial problem is rarely as simple as it seems. In order to find the real problem, we need to explore and understand the wider context and the different factors that affect it.

EMPATHIZE In order to get closer to a solution we need to understand who the target beneficiary is. For whom are we solving the problem?

We need to build a deep understanding of the beneficiary, through their needs, pain points, motivations, attitudes, and behaviors.

IDEATE When we understand the context, the problem and the beneficiary, it is time to start ideating. This means creating a large number of rough possible solutions. Quantity is key at this stage, to enable us to find the golden nugget in the end.

PROTOTYPE When we have narrowed down to a few ideas it is time to start prototyping. Prototyping means that we test the basic parts of our idea or concept, to gain insight on what works and what doesn't. Involve the intended beneficiary to gain more useful insights!

ITERATE Iteration means doing everything over again, looping. This can be done at any stage in the process. If we need more ideas, we go back and ideate.



THE PROCESS

PRINCIPLES OF DESIGN THINKING

Design thinking is not only a process, it is also an approach or a mindset. In order to be successful, you need to stick with a few important principles throughout each step of the process.

HUMAN/BENEFICIARY CENTRICITY Always keep the end-beneficiary in mind. If it doesn't work for the beneficiary, it doesn't work at all. And remember that the beneficiary is a human, whatever roles that human might be taking on.

LEARN BY DOING Don't spend too much time analyzing and refining solutions on your own.

It's when you start testing solutions that you will see what actually works, and what doesn't. It might even show you that you have got the problem wrong to start with.

SPEED Contrary to popular belief an activity will not necessarily be more successful because you spend more resources on it. The key is finding out what the minimum effort is that you need to spend on something for it to achieve its purpose, and stop at that.

DESIGN NEVER STOPS A solution is never finished. It is always a prototype that can be improved. Stay in the learning mindset and keep iterating and building new insights. And make sure you design a solution flexible enough to be continuously improved.

HAVE FUN! And not just for the sake of having fun. Fun and a playful mindset helps the team be creative, and productive.



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01. BREAK THE ICE

Sketch Each Other

TIME

10 min

PAPER

A4 or 8.5" x 11", 1 per participant

PEN

Markers

WHY USE IT?

Better group contribution is achieved when there is empathy and engagement among participants.

WHAT IS IT?

This is what we call an "Ice-breaker", commonly used to relax participants at the beginning of a meeting or workshop and let them get to know each other. This is particularly necessary when people have not yet met, or when they have distinct status, or when they come with different perceptions of each other, or when the problem to solve introduces tension in the group.

HOW TO USE IT?

Every participant gets a blank paper and a pen and are teamed up in pairs (2 people).

They then get 2 minutes to draw a portrait of each other. While drawing they are NOT allowed to look at their papers, they must look only at the face of their partner.

When the 2 minutes are up they have a few minutes to tell their partner about themselves. Each person needs to tell their partner 2 truths and 1 lie about themselves. They are not to tell which are true and which is false.

Then each person presents their partners back to the group, showing their portrait and telling both the truths and the lie. The group must guess which statement the lie is.



02. EMPATHIZE

Empathy Map

TIME

15 min

PAPER

A3 or 11" x 17" paper or pre-printed map

PEN

Markers

WHY USE IT?

To understand the beneficiary's thoughts, feelings, and condition from their point of view, rather than from our own.

WHAT IS IT?

The Empathy map is a tool used at the start of the Design Thinking process. It helps you understand your beneficiary, his or her needs and motivations, pains and gains. This is the basis for defining what the real problem or challenge that needs to be solved is.

HOW TO USE IT?

Either print one of the templates available, or draw it up yourself.

Define which beneficiary group you are working with.

Put the beneficiary's face in the middle, then go through the sections Feelings, Tasks, Influences & Drivers, Overall Goals and Pain-points.

Fill in the answers related to the specific problem area if you have identified it, otherwise give answers valid for the beneficiary's everyday situation.



03. EMPATHIZE

As-Is Beneficiary Journey

PAPER

Large paper and Post-it's

PEN

Markers in different colors

WHY USE IT?

To visualize beneficiary emotions throughout their journey.

WHAT IS IT?

The As-Is Beneficiary Journey is a great way to understand the beneficiary's experience around a specific situation or service. It enables you to visualize moments of delight as well as pain-points, and see if there are gaps causing the beneficiary to drop off their path to success. This is a great way to create ideas on how to improve their experience and situation.

HOW TO USE IT?

Start simply by identifying the stages of the relief, service, or experience.

Place all the touchpoints that the beneficiary goes through. Touchpoints are those moments when the beneficiary interacts directly with a part of the service, for example when he or she visits a clinic, or talks to an aid worker.

Trace the beneficiary's emotional journey through the touchpoints like a curve: Down when the emotional state goes down - Up when the emotional state goes up.

TIP! You can start by doing this by yourself to map what you think the journey is like, but it creates even more value when you get beneficiaries to do this together with you.

AS-IS USER JOURNEY

STEPS

BENEFICIARY
ACTIONS

TOUCHPOINTS

NONPROFIT
ACTIONS

PAINS

GAINS



04. IDEATE

PNTT – Pains, Needs, Trends, and Technology

PAPER

Post-it's

PEN

Markers in different colors

WHY USE IT?

To initiate creativity.

WHAT IS IT?

PNTT stands for Pains, Needs, Trends and Technology. Matching these elements together in different combinations can lead to interesting new ideas.

HOW TO USE IT?

Take 5 minutes to add as many beneficiary Pains as you can using Post-it's on a wall. Take another 5 for beneficiary Needs, another 5 for Trends you see in society today, and another 5 for new Technologies.

Grab 4 Post-its randomly, one from each category.

Spend 5 minutes to come up with as many ideas as possible based on that combination. Write the ideas on Post-it's and add them below the PNTT Post-it's on the wall.

Repeat the previous step a few times until you have a great bunch of ideas.

TIP! When you have done a first round of any ideation method it is often valuable to do another round of ideation where you try to build on, or combine, the ideas you created in the first round.



05. IDEATE

Brand Swap

TIME

15 min

PAPER

A3 or 11" x 17" Post-it's (1 per group)

PEN

Markers

WHY USE IT?

To reduce our biases by abstracting ourselves from the situation.

WHAT IS IT?

The Brand Swap is a great and simple way to bring a different perspective to a problem and to create new ideas.

HOW TO USE IT?

Identify a problem.

Choose a bunch of famous brands in different areas of social enterprise or commercial business.

Assign one brand to each participant or group. Then ask yourself "*How would this brand solve this problem?*" and list all ideas that come up.

When the time is up, have a look to see what you could apply to your solution.



06. IDEATE

Brain Writing

TIME

20 min

PAPER

Post-it's

PEN

Markers

WHY USE IT?

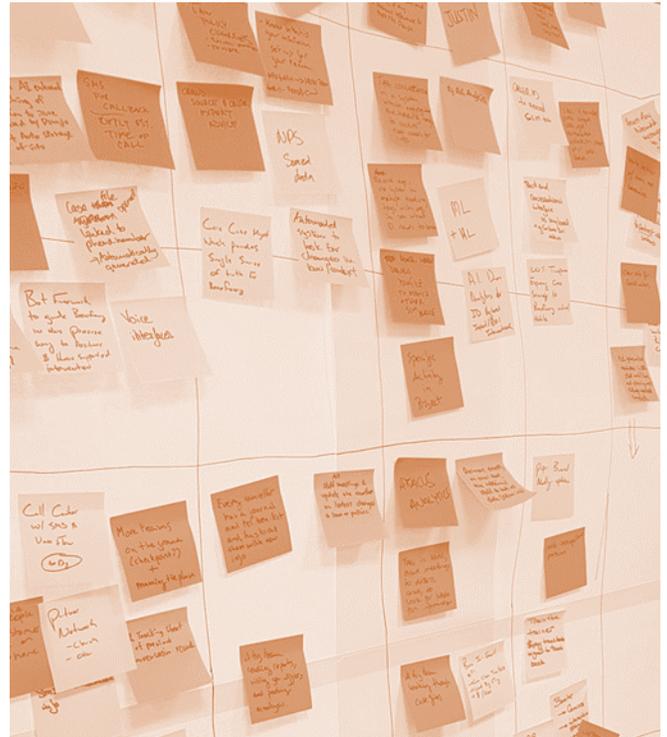
To prevent the psychological phenomenon that occurs when the desire for harmony or conformity in a group of people results in an irrational or dysfunctional decision-making outcome.

WHAT IS IT?

Brain writing is a simple and useful ideation technique. By having participants write instead on speak out loud it avoids the drawback of "group thinking", which means that social dynamics limit the participants' creativity. It is also useful for letting everyone in a group be heard, even in situations where hierarchy, culture, or personality traits might make this challenging.

HOW TO USE IT?

1. Give all participants a bunch of Post-its.
2. Clearly state the problem or challenge to be solved, ideally written on the wall.
3. Set a timer for 10 minutes and encourage participants to come up with as many solutions as possible within this time. Each solution is added to a Post-it.
4. When the 10 minutes are up, let every participant in turns add their Post-it's to the wall, while reading them out.



07. IDEATE

Affinity Mapping

TIME

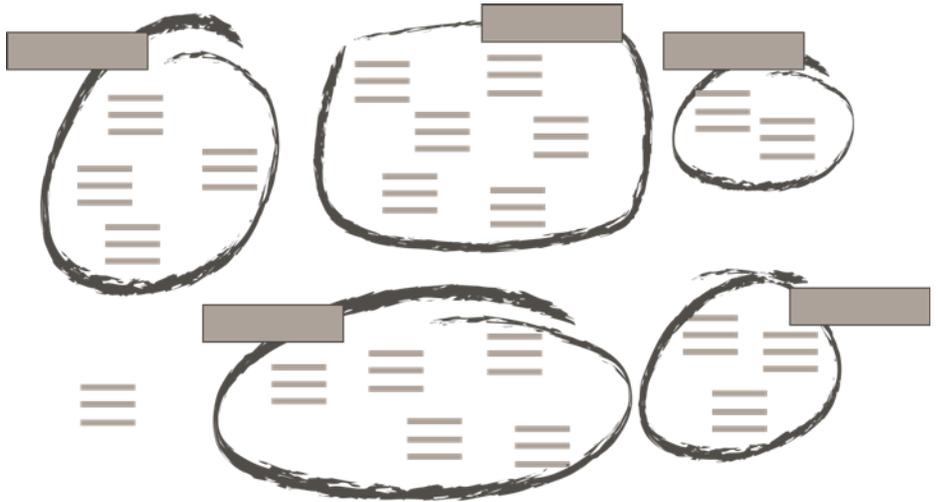
20 min

PAPER

Post-it's

PEN

Markers



WHY USE IT?

To visualize patterns.

WHAT IS IT?

Affinity mapping is a way of clustering and making sense of ideas, data or research findings.

HOW TO USE IT?

1. Make sure all your ideas and insights are put on individual notes on the wall.
2. Clearly state the problem or challenge to be solved, ideally written on the wall.
3. Go through and read out each note. If you find it relates to a previous note, put them together. This way we end up with a bunch of clusters containing a large or small number of notes.
3. Go through the clusters to see what their overall theme is, and name them accordingly. Write the name so that it is clearly visible above the cluster.

TIP! Don't forget to document this, and all other steps of the process by taking photos or video. It is often very helpful to be able to go back to remember how the thinking went.



08. IDEATE

Simple Prioritization

TIME

20 min

PAPER

Large paper

PEN

Markers

WHY USE IT?

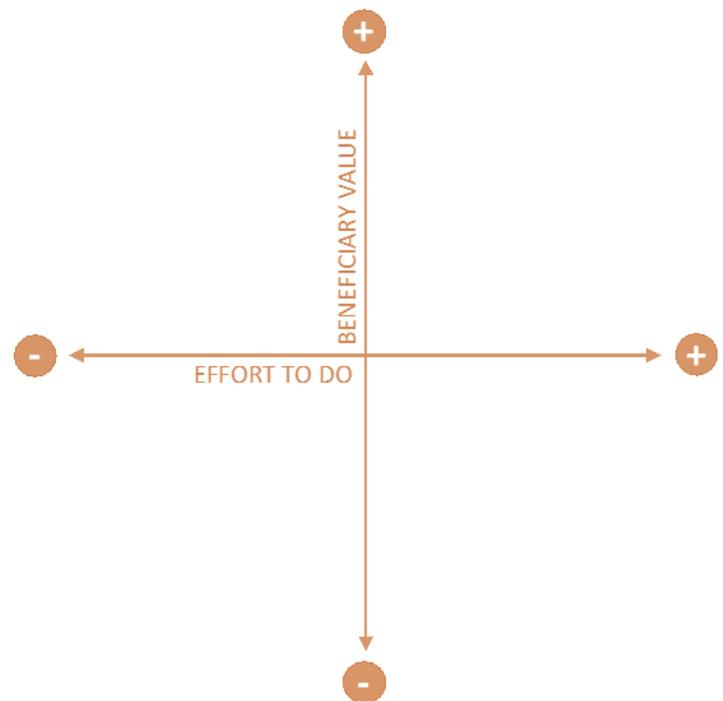
To counter human cognitive biases such as availability heuristics.

WHAT IS IT?

When you have a large number of ideas it helps to apply a rationale to thinking about them, so that the choice of the final ideas are not based only on gut feeling.

HOW TO USE IT?

1. Identify two prioritization criteria that are relevant for your situation. Two criteria that apply to many situations are "Value for the beneficiary" and "Effort to realize".
2. Make a graph where one criterion is on the x-axis and the other on the y-axis.
3. Together with the team, take each idea and place them on the axes in the spot you think apply for the different criteria. Is it very high in the x criteria? Then put it very far out on the x-axis, and so on.
4. When you have placed each idea in a position combining the two criteria, have a look at all of them and discuss. Generally, we want those ideas that are high in value and low in effort, but sometimes the value might be so high that it is worth the extra effort.



09. IDEATE

To-Be Beneficiary Journey

PAPER

Large paper and Post-its

PEN

Markers in different colors, tape

WHY USE IT?

To empathize with potential future beneficiary experience.

WHAT IS IT?

The To-be customer journey is a great way of painting a vision of what an experience could be like in the future. It clearly shows moments of delight but also potential challenges.

HOW TO USE IT?

This is just like an 'as-is' customer journey, but now focusing on a service or experience that doesn't exist yet.

1. Start simply by identifying the stages of the service or experience.
2. Place all the touchpoints that the beneficiary goes through. Touchpoints are those moments when the beneficiary interacts directly with a part of the service, for example when he or she visits a clinic, or talks to an aid worker at a relief station.
3. Trace the beneficiary's emotional journey through the touchpoints like a curve: Down when the emotional state goes down - Up when the emotional state goes up.



10. IDEATE

Round Robin

TIME

20 min

PAPER

A4 paper or 8.5"x11" (1 per person)

PEN

Markers

WHY USE IT?

To bring diversity and equal opportunity to contribute.

WHAT IS IT?

The Round Robin technique rapidly generates and develop ideas in a group brainstorming setting. It relies on an iterative process building off consecutively distinct contributions by each person.

HOW TO USE IT?

Organize people in groups (better with 4 or more). Each participant starts with a blank template and writes a change statement for 5 minutes then passes the sheet to the person on their right.

The person receiving the sheet writes a proposed a solution for 5 minutes and passes the sheet to the person on their right.

That person spends 5 minutes to write a critique of the solution and passes the sheet to the person on their right.

The last person spends 5 minutes to write a final concept that addresses the issues raised in the critique and make the concept better.

ROUND ROBIN

CHANGE STATEMENT

Describe the interpretation of the challenge in one sentence

PROPOSE SOLUTION

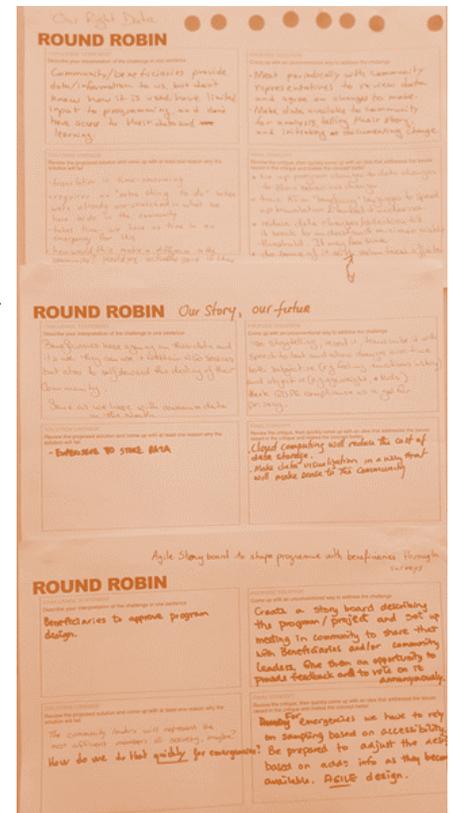
Come up with an unconventional way to address the challenge

SOLUTION CRITIQUE

Review the proposed solution and come up with at least one reason why the solution will fail

FINAL CONCEPT

Review the critique, then quickly come up with an idea that addresses the issues raised in the critique and makes the concept better



11. PROTOTYPE

Role play Prototype

PROPS

Random stuff found around you

WHY USE IT?

To change attitudes and possibly behaviors by experiencing taking on roles.

WHAT IS IT?

Role play as a method for prototyping is very useful since it can be used on any kind of solution and no other material than your team and your idea is needed. It is also one of the best methods for very early prototyping since you do not have to have a lot of details sorted out beforehand.

HOW TO USE IT?

It is just what it sounds like. Role play the scenario of your idea and see what happens.

1. Take 5 minutes to decide who plays which role.
2. Make sure to involve the whole team, there is always room for one more prop. Example roles are: Target beneficiary, any person the beneficiary interacts with in the delivery of your service or solution, any other stakeholders affected by the solution, physical artefacts or tools used in the solution and so on.
3. Role play the scenario. Try several times. Take time in between each round to note down your insights, learnings, and ideas from the round, and decide how you want to improve during the next round.

TIP! A prototype is often used as a way of explaining the solution to others and is very useful for that purpose. But don't forget that the main purpose of the prototype is to learn and improve.



12. PROTOTYPE

Paper Prototype

PAPER

Many different sizes and colors

PEN

Markers in different colors

WHY USE IT?

To experience addressing challenges from another perspective

WHAT IS IT?

Depending on what sort of solution you are creating, different means of prototyping should be used. Paper prototyping is especially useful for solutions that involve a physical artefact or a digital service.

HOW TO USE IT?

1. Create a simple "mock-up" of your product or service using only paper. This can be done through drawing a beneficiary interface of a digital service on paper or shaping paper to represent the product you are creating.
2. Create your service or product in paper.
3. Test it on friends, and ideally on target beneficiaries. Do this by showing them the prototype and observe how they interact with it. Give the minimum instructions needed, as you might miss valuable learnings if you explain too much.
4. Document the test of your prototype carefully. Ideally using video.



You are now ready to **RUMBLE!**

With the basics of the process and these simple methods you can go through your first Design Thinking process and solve complex problems with creative solutions. Adapt the process for the purpose and improve as you go along.

