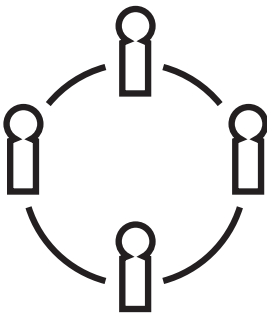


# Actors map



CHALLENGE



METHOD CARDS

**Global  
Goals  
toolkit**



# Actors map

The Actors map represents the relationship between stakeholders. It's a view of the service/ system and its context.

## TASKS

1. Arrange a room where you can focus and work for a couple of hours.
2. List down the core stakeholders of your challenge on a big sheet of paper.
3. List down the subgroups of stakeholders.
4. Connect the stakeholders to each other and describe how they relate to each other.
5. Write down the specifics of the relationships between the stakeholders, how, where and why do they communicate?
6. Document the end result.



## WHEN

At the beginning of a project to understand relationships between the different parties.

## WHY

Understanding relationships is an important aspect of (service) design.

## NOTE!

Stakeholders aren't only employees or companies, a family member can also be a stakeholder.

## OUTPUT

A map of all the stakeholders and their relationship with each other.

## NEXT

Analyse the map and identify areas where there is room for improvement.

# Global to local



CHALLENGE



METHOD CARDS

**Global  
Goals  
toolkit**



# Global to local

Creating local, short term challenges for the global, long term Sustainable Development Goals



## TASKS

1. Take a look at the 17 Global Goals and pick one or more that relate to your design context.
2. Start with 1 card: take look at info on the goal.
3. Try to frame your challenge as a question: "How might we" is a useful start. To translate from global to local it helps to make it: specific, personal, current, relevant:
  - What is something you see in your own context?
  - What is a challenge that you relate to personally?
  - What is a challenge that is happening now?
  - What is a challenge that affects you, your family, your friends?
4. Write all challenges down, 1 per post it. Use the Sustainable Roadmap to decide what challenge you want to work on.

## WHEN

When you want take action for the Goals.

## WHY

To create a link between big ambitious goals and small design steps. Think big, start small!

## NOTE!

You don't need to do use all of the 17 goals, but can explore which ones are relevant to your specific context or project.

## OUTPUT

Local short term challenges that relate to one or more of the goals.

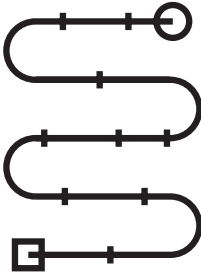
## NEXT

Use Sustainable Roadmap to get into more detail, or take another card to repeat the process

# Sustainable Roadmap



CHALLENGE



METHOD CARDS

**Global  
Goals  
toolkit**



# Sustainable Roadmap

Map out what challenge to work on and what to plan from now into the future



## TASKS

1. Make sure you have a local challenges you want to work on.
2. Make a matrix with 2 axes: from now to 2030 (horizontal) and from local to global (vertical)
3. Map out your challenges on the matrix: aim for the box of local/now - this will get you started right away!
4. Do you have a challenge that fits into another quadrant, but is still worth working on? See what you need to adapt to get it into the local box. Maybe you need to add a specific location, or a specific target group, for example.
5. Per challenge, try to fill in the gaps before and after - in order to create a roadmap. What do you need to adapt to start creating change tomorrow? And what do you take into account to design for the future?
6. Pick a final challenge and use its roadmap to start creating ideas.
7. taking notes.
8. Analyze the results and identify the most meaningful insights.

## WHEN

When your challenge needs to be more specific.

## WHY

To place your challenge in a temporal and geographical context.

## NOTE!

If you are not sure where to put a post-it, just put it on the wall and then see if you want to move it.

## OUTPUT

A concrete challenge to start working on right away, and a roadmap that gives insight in further steps.

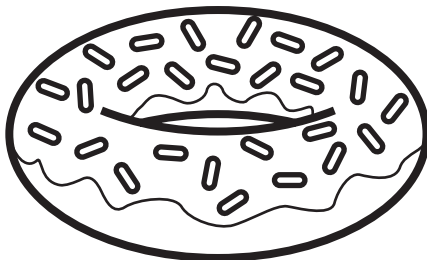
## NEXT

Do some more research related to your challenge, or start brainstorming for ideas.

# Design your Doughnut



CHALLENGE



G

METHOD CARDS

**Global  
Goals  
toolkit**



# Design your doughnut

Use the Doughnut Economics framework to see within what social and planetary boundaries you are operating

## TASKS

1. Print out the Doughnut template and watch the first video of Doughnut Economics on Youtube.
2. With the context you are designing for in mind (this could be on organisation, neighbourhood, city or country level) ask yourself: what does it mean to do well here for a person? These are elements in the inner ring, related to the local community.
3. What does it mean for this place to flourish? These are elements in the outer ring, related to the local ecosystem.
4. Now take a look at both rings: what is working well? Put green dots per category.  
What do we need to improve? Put orange dots per category.
5. Now take a look at where there is urgency to create change and what that would mean for related categories.



## WHEN

When you want to create an overview of your context, both socially and ecologically.

## WHY

To get insight in the most important things in your local community and ecosystem.

## NOTE!

Not sure what elements to write down? Take a look at Kate Raworth's categories, and ask yourself how this would translate to your local context.

## OUTPUT

An overview of your design context and what areas to focus on for impact.

## NEXT

Do some more research into your specific categories, map out stakeholders involved or look at best practices.



# Empathy in action



CHALLENGE



METHOD CARDS



**Global  
Goals  
toolkit**

# Empathy in action

Empathy in action is a way to help people empathise with, and understand a specific situation that is foreign to them.

## TASKS

1. Analyze data that the team has gathered.
2. Do a brainstorm on how to make people that are completely unfamiliar with the topic, quickly understand and empathize with the problem.
3. Develop a quick prototype of a physical experience and test it within your own team.
4. Collect feedback, and use what you have learned to refine the prototype you have created. Does it make people empathise with the problem?
5. Iterate on the prototype until it achieves your goal.
6. Present the prototype to your audience.
7. Record videos, take photos and analyze the data to gather insights.



## WHEN

When you have collected enough data to understand a problem and need to let people unfamiliar with the problem empathize with it.

## WHY

Sometimes stakeholders need to see the situation differently.

## NOTE!

Make sure the message is clear and that the experience is not offensive.

## OUTPUT

A prototype that can be used to let people understand the problem.

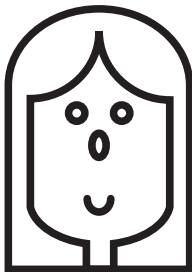
## NEXT

Collect insights and design opportunities.

# Persona



CHALLENGE



METHOD CARDS

**Global  
Goals  
toolkit**



# Persona

A Persona is an archetypal character that is used to represent a group of possible users. They share common goals, attitudes and behaviours towards a particular product or service.

## TASKS

1. Collect user data through interviews, observations, ethnography and other methods.
2. Within the team go through the data and identify key aspects by clustering information into groups. Pick meaningful quotes that give insights on the users.
3. Use the information clusters to make personas, make sure that the diversity of interest is included in the personas that are created.
4. Give life goals to the personas, personal aspirations, pain points and possible behaviours.
5. Name the personas and include a 'personal' picture that shows what they look like.



## WHEN

After doing research on the user and when a summary of insights is needed.

## WHY

Personas allow for the team to speak about the needs of users and not about opinions on how users might behave.

## NOTE!

Personas are created with data from real users, avoid stereotypes.

## OUTPUT

Summary of insights on user types and represented by fictional people.

## NEXT

Take a look at the target cards for SDG 10 if you want to refine your persona.

# Dark side



IDEA



METHOD CARDS

**Global  
Goals  
toolkit**



# Dark side

**The dark side turns your challenge into a negative one, forcing you to look at it from a refreshing angle.**

## TASKS

1. Arrange a room where you can focus and work for a couple of hours.
2. Write down your design challenge and reframe it in the most negative way possible. For example, "How can we make our city more sustainable" becomes "How can we make our city the most polluted city of the world?"
3. On the left side of your challenge, list down as many solutions as possible that solve your new design challenge. Write down each idea on a post it.
4. Randomly take a post it from the left side, and add another idea that transforms the first solution into a positive one.
5. Discuss all ideas with your group.
6. If you want you can cluster and select final ideas.



## WHEN

When you need a lot of ideas that bring a refreshing perspective on your design challenges.

## WHY

Reframing your design challenge negatively forces you to look at your problem from another angle.

## NOTE!

Be sure that your positive idea really adds something new, eg. "Dog poo everywhere" becomes "Every first Sunday of the month is Puppy in the park day" instead of "No more dog poo everywhere".

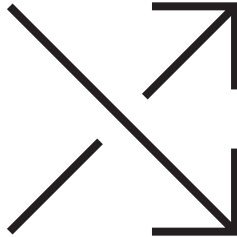
## OUTPUT

A collection of new, creative ideas.

## NEXT

Pick the best ideas and develop them further.

# Mash-up



# Mash-up

**The Mash-up brainstorm technique randomly combines different categories into one concept providing you with a range of unexpected ideas.**

## TASKS

1. Divide the wall in four sections: human needs, global goals challenges, technology and mash-up.
2. Starting with human needs, write down as many ideas that you have, one per post it (for example, love, waking up, sporting, eating). Use max five minutes per section.
3. Move on to the global goals challenges. Depending on the goal(s) you are working on, list as many issues related to the goal.
4. Move on to technology. List as many technological innovations or existing technologies you can think of.
5. Randomly pick one post it from each category and combine them into one idea. Write your idea on a post-it and attach it to the rest. Post all four post-its on the wall.
6. Discuss all ideas with your group.
7. Cluster your ideas into themes and select the best ones.



## WHEN

When you need to spark up your creativity with a little bit of craziness.

## WHY

Random combinations can sometimes lead to better innovation.

## NOTE!

Go crazy! The final idea does not need to be something you can create right away, but it might have an element that you can use for the rest of your process. Realistically look at what could be useful and inspiring for the future.

## OUTPUT

New combinations of existing services and ideas.

## NEXT

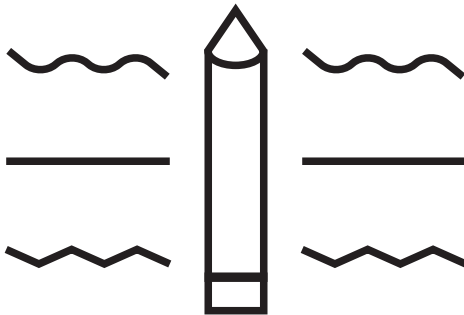
Cluster and select ideas, by using dot voting for example.



# Concept Sketch



IDEA



METHOD CARDS

**Global  
Goals  
toolkit**



# Concept sketch

A Concept sketch is a fast freehand drawing.

## TASKS

1. As a team: select a design problem to explore.
2. A team member works as moderator and briefs the design team.
3. Each individual designer generates 10 sketches in 30 minutes.
4. Each designer presents their ideas to the group.
5. As a group, vote on ideas that are the most promising: 2 votes per person.
6. Select the three ideas with the most votes.
7. Each designer explores these ideas by generating 10 sketches of developments of the existing ideas over 30 minutes.
8. The team votes, and selects the best idea.



## WHEN

Ideation phase.

## WHY

Quick way to iterate and refine concepts.

## NOTE!

Good drawing skills will be needed, not everyone might have them.

## OUTPUT

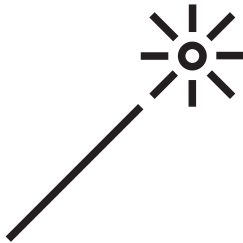
Sketch of numerous ideas and a selection of the best ones based on opinions of the design team.

## NEXT

Build and test the selected concepts.

Refine concepts.

# Wizard of Oz



# Wizard of Oz

The Wizard of Oz is a research method where a participant interacts with an interface, system or physical object. This system, though, is operated by an unseen person.

## TASKS

1. Select an idea/concept that will be tested. Create the necessary images, videos, animations and elements to do the test.
2. Recruit participants for the test and organise a location, make sure the prototype works. Assign a person as wizard.
3. The wizard hides from view, and observes the user's actions while making the system react to those actions by triggering the different responses the system should give at that moment in the interaction.
4. Take notes of what works and what does not work while doing the test.
5. Ask participants about their impression of the system and the design. Take notes.



## WHEN

When the design has a complex system that needs to be tested quickly.

## WHY

Wizard of Oz allows to test complex systems before programming them.

## NOTE!

This method must be rehearsed extensively before testing it. If things don't work as expected, the user will realize that the prototype is fake.

## OUTPUT

A test case for future prototypes, and a list of what works and what doesn't work.

## NEXT

Modify the design according to the results and iterate.

# Storyboard



# Storyboard

Storyboard is a narrative tool derived from cinema. It's a form of prototyping which communicates each step of an activity, experience, interaction or event.

## TASKS

1. Decide on a story/interaction/experience you want to communicate. Make the message very clear.
2. Write/draw the global storyline. Think of the steps of the story and how to communicate them in images. Make sure you convey all the important information in a simple but complete and intelligible way.
3. Start drawing a quick sketch, then start refining it (storywise).
4. To make sure that every important step is clear for the reader. Go over the drawings with someone who is unfamiliar with the story, ask feedback and add short (text) explanations where needed.
5. Present the storyboard to stakeholders. Make notes of the feedback received.



## WHEN

After brainstorming, and when you want to see how users experience your design.

## WHY

Storyboards allow to display an entire story and get feedback on specific stages of an experience.

## NOTE!

Not everyone is an artist, it's alright if the sketches aren't beautiful.

It's alright to mess up and start over.

## OUTPUT

A storyline of an event, interaction, activity or experience that can be presented.

## NEXT

Do a lo-fi prototype of the concept and test it.

# Paper prototyping



# Paper prototyping

Paper prototyping is a quick and cheap way of gaining insights without the need for costly investment. It simulates the function but not the aesthetic of a proposed design

## TASKS

1. Determine the aspects that you want to test (content, form, structure, 'tone', key functionality, etc.).
2. Develop a paper version of the concept that allows to test the different aspects.
3. Recruit participants for the test.
4. Do the test, do not guide users too much and see if your concept works or not.
5. Take notes of what works and what needs to be changed.



## WHEN

In the initial stages of a concept.

## WHY

Quickly validate functions of a design with a low cost.

## NOTE!

Paper prototyping is not about how nice it looks, it should focus on functionalities.

## OUTPUT

Test results of the concept that can be revised and improved on to develop further.

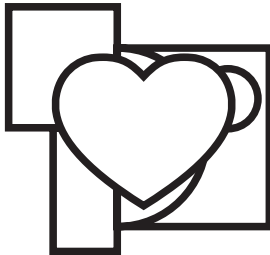
## NEXT

Identify what worked and what didn't.

Refine the concept based on the insights.



# Prototype for empathy



# Prototype for empathy

Prototype for empathy helps to understand users' needs and problems when using a concept.

For example: make a website to display information in a way that is similar to how the website would look for someone who is color blind. This helps you to understand what needs this user group has with regards to use of colors and contrast for the design of a website.

## TASKS

1. Identify specific aspects of a user experience that the team might not have clarity on.
2. Do a brainstorm on how to understand the possible problems the user might face.
3. Develop a quick prototype and test it among the design team.
4. Collect all insights into a list, use those insights to refine the design idea.



## WHEN

On the first phases of the project.

## WHY

To allow team members and (stakeholders) understand users.

## NOTE!

The prototype aims to help the design team (and stakeholders) understand user behavior, it is not a prototype built to test a design concept.

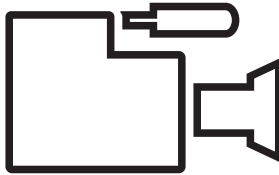
## OUTPUT

A prototype and insights to understand the user better.

## NEXT

Use the insights gained to develop concept(s).

# Video prototyping



# Video prototyping

Video prototyping is a simple way to show new and speculative designs, ideas, scenarios, futures or products. Showing a video gives you a clear idea of how users might perceive a concept that might be difficult to prototype otherwise.

## TASKS

1. Select a concept to prototype, Split the concept into steps that need to be shown and explained.
2. Write a script that clearly explains all the steps of the solution and how they work within the desired context.
3. Create a storyboard based on the script.
4. Organize everything that is needed to proceed for filming (actors, cameras, permits, etc.)
5. Film according to your plan and schedule.
6. Develop special graphics and/or special effects if needed.
7. Edit all the clips into a consistent story and render it.
8. Recruit and gather potential users of the design, show them the video.
9. Collect notes and feedback on the user's reaction to the prototype.



## WHEN

When a complex idea needs to be quickly tested.

## WHY

To test a promising idea that is complicated or time consuming to prototype.

## NOTE!

Make sure that the prototype is clear and easy to follow by different users and/or stakeholders. Usually high production yields better results.

## OUTPUT

A video prototype of an idea and feedback on what works and what doesn't.

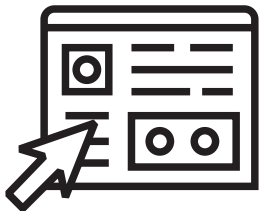
## NEXT

Consider if the idea works, if it needs to be polished or if it needs to be trashed.

# Clickable prototype



MAKE



G

METHOD CARDS

Global  
Goals  
toolkit



# Clickable prototype

A clickable prototype is a prototype that looks like and may work just like the finished product. It simulates the aesthetics of a proposed design.

## TASKS

1. Create a design, based on a concept that has been deemed promising.
2. Map out the navigation and behavior that is wanted from the users, define the look and feel of buttons, screens and animations.
3. Build the prototype, this can be done by programming or using special software that is designed for it.
4. Recruit participants and ask them to test your prototype, give them tasks and ask them to complete them.
5. Do a recording of the test, ask participants to think out loud as they do the actions. If possible record both the participant and the screen.
6. Collect the results and analyse them.



## WHEN

Once an idea has been developed enough and needs input on user behavior with it.

## WHY

To check if the design behaves as intended.

## NOTE!

There are a lot of prototype building apps out there on the internet.

Test the prototype with as many people as possible.

## OUTPUT

An overview of which problems are at the core of a project, and which are concrete.

## NEXT

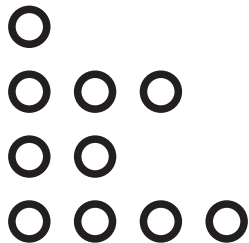
Evaluate, process, adjust, iterate.

Develop final version.

# Dot voting



IMPACT



METHOD CARDS



**Global  
Goals  
toolkit**

# Dot voting

Dot voting is a collective way of prioritizing and converging on a design solution that uses group voting.

## TASKS

1. As moderator, list down the ideas you want to vote for, and explain them where needed.
2. Ask each participant to vote on their top 2 or 3 by using dots. Give them a limited number of dots, and they have to assign more to the idea they like the most.
3. Count votes and arrange them in popularity.
4. Discuss the reasons behind the hierarchy and see if the best idea(s) can be taken to the next level.



## WHEN

When there are more ideas than can be feasible to develop further.

## WHY

Allows for a consensus on which ideas need to be developed further and the reasons behind that.

## NOTE!

The group should contain at least 4 people and no more than 20.

## OUTPUT

A selection of the most popular ideas according to the group.

## NEXT

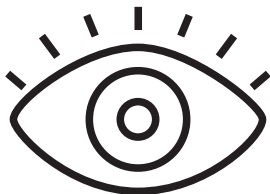
Take the most promising ideas to the next level, kill your darlings.



# Through other eyes



IMPACT



METHOD CARDS

**Global  
Goals  
toolkit**



# Through other eyes

Designing can take a lot of time. Sometimes, if you look at something too much, you become too fixated. At several moments in the process it might be useful to have a review from someone outside of the group. A fresh approach to the design.

## TASKS

1. Define your design problem clearly for the somebody who knows nothing about it.
2. Select and recruit a group of outsiders who represent the end user of the product or service.
3. Organise a space to have a session and make sure you have all the materials you might need (presentation, questionnaires, etc.)
4. Set up a presentation for your design concept.
5. List down useful questions to ask your reviewers.
6. Have a moderator that presents the design concept(s), asks questions and reviews the design(s) with the outsiders.
7. Collect notes and record the session.
8. Analyse results of the session.



## WHEN

When design concept(s) have been selected and before working out too many details.

## WHY

This method allows to get feedback on concepts by the target audience, allowing to modify the concept if needed.

## NOTE!

Imagine presenting the concept to a kid. It should be easily understood by anyone.

## OUTPUT

Insights on how the design concept is perceived by the target audience.

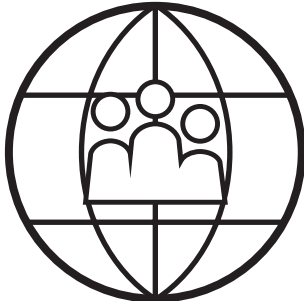
## NEXT

Process feedback and see on which points you can improve your design.

# People Planet Prosperity



IMPACT



METHOD CARDS

**Global  
Goals  
toolkit**



# People Planet Prosperity



**Analyse the potential impact that your idea will have on the different 17 Sustainable Development Goals.**

## TASKS

1. Print out the People Planet Prosperity template.
2. Write down a short description of your idea.
3. Write down how your idea impacts the different Global Goals and how.
4. How does your idea impact the circle of People? Visualise this by filling the different goals. Do the same for Planet and Prosperity.
5. To design for sustainable development, we need to take into account all 3 categories of social, economical and ecological sustainability. Look at your circles. Does it have big gaps somewhere? What can you do to create a more complete picture? Adapt your idea accordingly.

**Ted Talk by Johan Rockström, "5 transformational policies for a prosperous and sustainable world" CIFAL Flanders**

## WHEN

After having a few feasible ideas that could be developed further.

## WHY

Helps to identify the sustainable and societal impact the ideas can have.

## NOTE!

You can start with answering the question: 'Define your success in 2025'.

## OUTPUT

Ideas and concepts that are rated based on their impact.

## NEXT

Pick the best ideas and develop them further.