Worksheet #1   **EXPLORING:** developing empathy & defining needs

Empathy Map

SAY

HEAR

THINK

FEEL

DO

Interviewing Tips

•**Ask why.** Even when you think you know the answer, ask people why they do or say things. The answers will sometimes surprise you.

•Encourage **stories.** Whether or not the stories people tell are true, they reveal how they think about the world.

•Look for **inconsistencies.** Sometimes what people say and what they do are different. These inconsistencies often hide interesting insights.

•Pay attention to **nonverbal cues**. Be aware of body language and emotions.

•**Don't be afraid of silence**. Resist the need to ask another question when there is a pause. The interviewee might reflect on what they've just said and say something deeper.

•**Don't suggest answers** to your questions. This can unintentionally get people to say things that agree with your expectations.

•**No leading questions.**"What do you think about this idea?" is a better question than "Don't you think this idea is great?". The first question doesn't imply that there is a right answer.

Need statements

Stakeholder

NEEDS A WAY TO

....
....
....
....
....

(Describe person using empathic language)

(needs are VERBS)

Worksheet #2   ENVISIONING: rapid ideating as many possible solutions

Write down a NEED STATEMENT here and use the rest of the page to capture IDEAS (*)
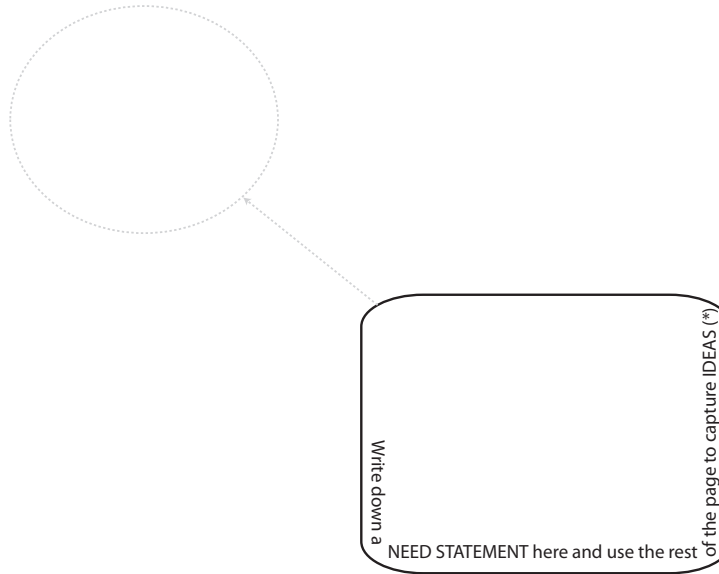
Brainstorming Tips

•**Yes, AND...** Build on ideas!
•**Why not?** Don't feel constrained by what you think is possible or impossible. Defer judgment and put all ideas out there.
•**Capture** all ideas, in a way that they are visible to all participants.
•Go for **quantity** of ideas.
•One person speaks at a time (listen, so that you can build on others' ideas).
•Be **concise**.
•Be **visual.** Use sketches and mind maps.

(*) If brainstorming in a group, use a big vertical space (chart paper or whiteboard)

Worksheet #3   ENACTING: prototyping & building to learn

1. Selected IDEA
(Describe succinctly)

2. Make this idea tangible so that the stakeholder(s) can interact with it and experience it. Dive in and BUILD to think!

(see some tips below)

3. Capture Feedback

+ what worked...

– what could be improved...

questions?

ideas!

Guidelines for Prototyping

Building/Creating Prototypes:
•Instead of describing it, make your idea **tangible**
•Instead of planning, dive in and **build** to think
•Stay in **brainstorming mode** (defer judgment, build on ideas)
•Keep **resolution** at the minimum necessary to convey and test your idea
•Do not stress too much about having selected the RIGHT idea

Testing Prototypes:
•This is when you put your **critical hat** on. Do NOT strive to validate your idea, but to stress test it and learn from it
•Capture **feedback**. Don't let failure go unexplored. It is a missed opportunity for learning
•Be open to **unexpected outcomes** and misunderstandings, as they are great sources of insight
•**Do NOT get too attached** to your prototype/idea. If it doesn't work, learn from it and move on (go back and harvest your idea board, or revisit the problem space)

What next?
Keep prototyping and testing.
Design thinking is an iterative process, built on a foundation of empathy.