Supporting urban innovators in framing their capacity-building journey

Appendix

Master Thesis

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TABLE OF CONTENTS

APPENDIX A - Project Brief **4**

APPENDIX B - Experiments with students (Chapter 3) **12**

APPENDIX C - Interviews structures (Chapter 5) **18**

APPENDIX D - Intervention 1 (Section 6.4 in the report) **20**

APPENDIX E - Intervention 2 (Section 6.5 in the report) **28**

APPENDIX F - Intervention 2 (Section 6.5 in the report) **40**

APPENDIX G - Intervention 4 (Section 6.7 in the Report) **56**

APPENDIX H - Intervention 4 (Section 6.7 in the Report) **66**

APPENDIX I - Content analysis (Chapter 7 in the Report) **86**

APPENDIX C - Interviews structures (Chapter 5)

Given the goal of exploring projects with urban innovators and triggering reflections on the challenges present in them, the structure of the interview was kept open and flexible with the possibility to initiate discussions with participants.
Additionally, the attempt to open up the project in the interviews made necessary to adopt a structure that could be 'modular', hence repeated for different steps in the projects with the aim of exploring in each possible challenges. This ended up being more similar to a mind map rather than an exact list of questions.
The overall structure of the interview is then quite simple, as the same questions were repeated for different steps, and space was left for improvisation to explore which questions would lead participants to reflect more on their tasks.

An example of order and structure is shown here, taking into account that steps 3 and 4 were, as mentioned, repeated for different steps in the projects:

1) Listing down the main steps in the coming months

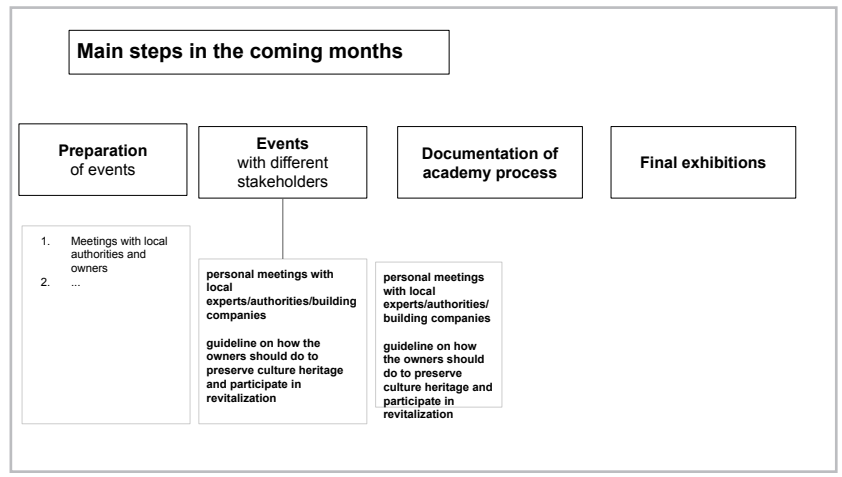
2) What are the tasks/activities entailed in these main steps?

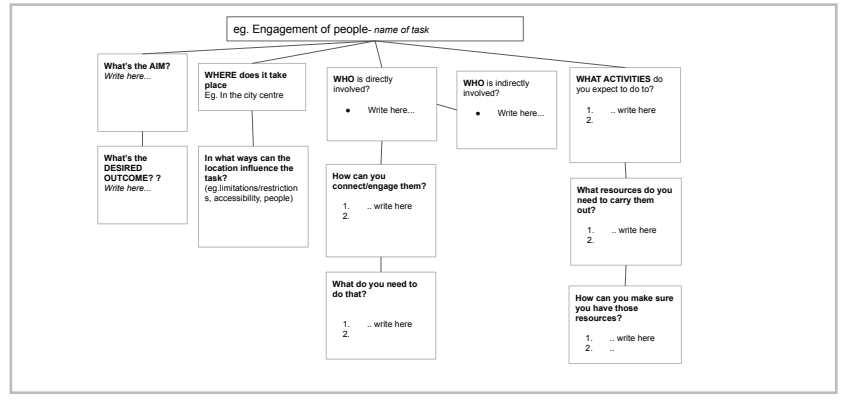
3) From each steps a series of prompting questions were used to open up the main activity and describe it .
Examples of these questions are:
What is the aim of the step?
Who do you need to involve?
Where does it take place?
What are the activities that will be entailed?
....

5) A subsequent question was made to make reflect on the differences encountered now compared to previous experiences -
Did you have experiences with this activity before?
How was it?
What differences do you see now?

NOTE
An attempt was made in the last interview to structure the conversation. The attempt consisted in utilizing google slide as support for conversation and a tool for 'filling in answers together'.

Screenshots of Google slides template used with last interviews





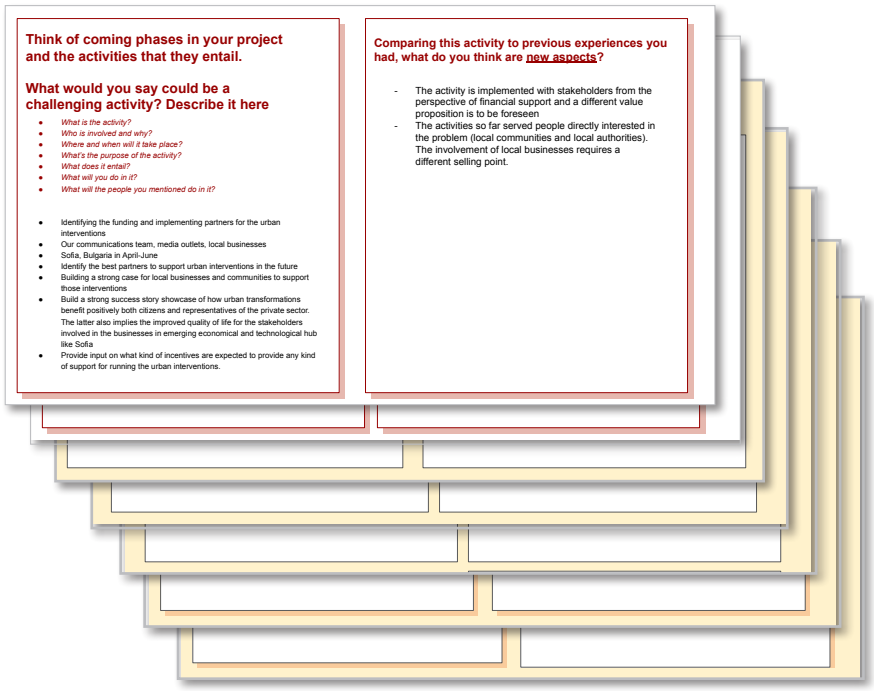
APPENDIX D

Intervention 1 (Section 6.4 in the report)

Prototype templates

As a support to the reflective process, a prototype in the form of a digital template was designed utilising Google slides. The template was structured in a series of seven slides each containing two main questions or instructions. The participants were asked to reflect on the questions and subsequently write down their answers on the template. To proceed in the activities some of these answers (e.g., the challenging activity they picked) can be copy-pasted by participants in the following slides as a way to help keep the focus on it in the following questions, in a step by step process. The first two slides contain questions of Section1 and five more slides containing Section 2 of the activity.
Section 1 and 2 are explained in detail in the report Section 6.4.The intervention was tested twice with one participant each and is reported here as Intervention 1a and 1b.

The next pages show more in detail each slide with answers from participants.



Intervention 1a

Slides with participants' answers

Slide 1

Think of coming phases in your project and the activities that they entail.

What would you say could be a challenging activity? Describe it here

- *What is the activity?*
- *Who is involved and why?*
- *Where and when will it take place?*
- *What's the purpose of the activity?*
- *What does it entail?*
- *What will you do in it?*
- *What will the people you mentioned do in it?*

- Identifying the funding and implementing partners for the urban interventions
- Our communications team, media outlets, local businesses
- Sofia, Bulgaria in April-June
- Identify the best partners to support urban interventions in the future
- Building a strong case for local businesses and communities to support those interventions
- Build a strong success story showcase of how urban transformations benefit positively both citizens and representatives of the private sector. The latter also implies the improved quality of life for the stakeholders involved in the businesses in emerging economical and technological hub like Sofia
- Provide input on what kind of incentives are expected to provide any kind of support for running the urban interventions.

Comparing this activity to previous experiences you had, what do you think are <u>new aspects</u>?

- The activity is implemented with stakeholders from the perspective of financial support and a different value proposition is to be foreseen
- The activities so far served people directly interested in the problem (local communities and local authorities). The involvement of local businesses requires a different selling point.

Slide 2

Choose one of the new aspects of this activity

Think of what you need to take into consideration in your activity, considering

- The activity is implemented with stakeholders from the perspective of financial support and a different value proposition is to be foreseen
- The activities so far served people directly interested in the problem (local communities and local authorities). The involvement of local businesses requires a different selling point.

What "challenges" might arise due to that?

Figuring out the best incentive for fundraising for urban interventions

More about the strategies enterprises apply in times of crisis.

Pick one of these "challenges"

Do you have any previous experience in which you faced a similar challenge?

Yes → Go to slides 3

No → Go to slides 5

Slide 3

Reflect on what would be the challenge

Think what is entailed in the problem/challenge of (copy paste from previous slide)

From your experience, what steps could this task/activity generally entail?

The steps normally are: building a strong case for a private companies to support it by identifying the benefits for it (positioning, improvement of the urban environment for its employees in order to attract more talent); identifying the best matching partners for each intervention; providing an approval from local authorities to run the process with a private financial support; implementation...

Try to make a list of what you think will be the steps in your current situation.
(Which steps are applicable to your current situation?
Are they the same?
Does something need to change?)

With the different environment and more knowledge acquired throughout the process (namely, the COVID-19 outbreak, and the update from the local authorities on the change of local regulations limiting the possibilities for outdoor advertisement), the step now should look more like:

- Creating a stronger case for online outreach that will boost the company visibility as an incentive for their support
- Identifying the best implementing partners based on their general willingness to support the projects, rather than a case-by-case approach with each intervention
- approval from local authorities
- implementation

Slide 4

Reflect on the steps

Steps in your current situation.

1. Creating a stronger case for online outreach that will boost the company visibility as an incentive for their support
2. Identifying the best implementing partners based on their general willingness to support the projects, rather than a case-by-case approach with each intervention
3. approval from local authorities
4. implementation

Think of which of these you feel most in control of

What makes you sure you will be able to manage them?

2 and 3

For 2: Our team has worked on many local projects where private sector has supported urban social projects

For 3: We have strong synergies with the local authorities, and they have a great interest in making sure that those urban spaces are renovated in a creative and functional manner.

Slide 5

Reflect on the steps

Steps in your current situation.

1. Creating a stronger case for online outreach that will boost the company visibility as an incentive for their support
2. Identifying the best implementing partners based on their general willingness to support the projects, rather than a case-by-case approach with each intervention
3. approval from local authorities
4. implementation

Think of which of these you feel not in control of.
What makes you feel not in control?

1 and 4:

For 1: Due to the COVID19 outbreak we can't know what budget cuts the private sector entities will be going for.

For 4: Due to the lock down in the city, interventions might be in fact difficult to implement

What does this force
What makes you feel not in control?

1 and 4:

Due to the COVID19 outbreak we can't know what budget cuts the private sector entities will be going for. Due to the lock down in the city, interventions might be in fact difficult to implement

Slide 3

Reflect on what would be the challenge

Think what is entailed in the problem/challenge of
"Due to the COVID19 outbreak we can't know what budget cuts the private sector entities will be going for." (from slide 5)

From your experience, what steps does this task/activity generally entail?

Due to the COVID-19 outbreak we are expecting a lot of budget cuts on the private sector side, where we expect most of the funds for the interventions to come from.

This will have general implications on the whole process, as it will hurdle the most important part of the project - the final outcomes (transformed urban spaces).

('solutions' he's figuring out)
Approaches (we will test approach 1 and test approach 2 and see)
/Activities (to do to solve the problem):

- Work on alternative business model
- Find alternative sources of funds (for example - target local authorities to provide them in order to keep newly unemployed people occupied)

Try to make a list of what you think will be the steps in your current situation.
Which steps are applicable to your current situation? Are they the same? Does something need to change?

Intervention 1a

Slides with participants' asnwers

Slide 6

Reflect on your experience with a similar challenge of *(challenge 1)*

1) What was your experience? What happened in that situation?

Finding an alternative business model for independent fashion designers (2008-2011… during the time of the previous economic crisis). It worked pretty well during the time of the crisis.

3) Which strategies helped? Which ones didn't help?

First one worked for sure
The second one - partially

2) What did you do? What strategies did you use in that situation?

We identified the different financial instruments for improving the situation of our beneficiaries:

- Cost reduction
- Exposure to more markets

4) What did you learn from that experience?

The model that worked in the times of crisis needs to built for change and be adapted at a later stage.

Slide 7

What did you learn? What else do you still need to figure out?

1) Looking back at your current activity, how do you think you can apply what you did in this situation?

We could follow the approach of identifying what are the new challenges our stakeholders face during the time of crisis and find ways to address them with our solution

3) What you feel you can't solve yet? What would still remain a challenge?

2) What can you solve concretely? How will you do it?

Short term unemployment?
Alternative access to markets for local business to support them in the times of crisis.

What do you think you can learn to become in control of these aspects?

Intervention 1b

Slides with participants' asnwers

Slide 1

Think of coming phases in your project and the activities that they entail.

What would you say could be a challenging activity? Describe it here

What is the activity?
Who is involved and why?
Where and when will it take place?
What's the purpose of the activity?
What does it entail?
What will you do in it?
What will the people you mentioned do in it?

Stakeholder management -
Talking to companies that are going to implement the prototype in their companies is one of the hardest things because we have to push our project in their agendas and the priority level of this type of activity doesn't seem to immediately connect with their business ROI's.
The purpose of going to talk to them though is that we realized the emotional engagement level they have on our end users (the cyclists) is so big that they would have a major impact in how we are able to scale our project and impact in the world.
We are now using data science and other Buzz words to shift their attention from what we are interested in finding out but brings no relevance in their business model to something they are interested in to do PR wise. This way we get an eyecandy that can be used to see how our prototype does in real life.

Comparing this activity to previous experiences you had, what do you think are new aspects?

We are doing less design for our method and tool and we are focusing on what gets our stakeholders on board. That is a very extensive and personalized approach to each stakeholder. It drains many resources and doesn't focus as much on the design of the tool as on the design of the "eye candy".

Another new aspect is that currently due to the Corona crisis we are facing a hard time putting our priorities forward and we are not getting as many talks with clients as we could before this event. This happened exactly after we got to finish the first part of our prototype which was building the landing page and launching it to be available for testing with users.

Slide 2

Choose one of the new aspects of this activity

Think of what you need to take into consideration in your activity, considering
we're getting less meetings with our stakeholders and we are not a priority anymore for them

What "challenges might arise due to that?

We might be pushed back in terms of deadline with the testing of the prototype and might have to get new clients and shift who are our testing users for the protoype.

Pick one of these "challenges"

Do you have any previous experience in which you faced a similar challenge?

Yes → Go to slides with yellow background

No → Go to slides with blue background

Slide 3

Reflect on your experience with a similar challenge of *(challenge 1)*

1) What was your experience? What happened in that situation?

When I had to pivot my testing users for a prototype I was forced to change the questions and to see a new angle of the business. that ultimately led me to a less sophisticated and more flexible solution. However, the business didn't take off because we missed the "wave" and it took so long to pivot that we couldn't last financially to make it a successful business.

3) Which strategies helped?
Which ones didn't help?

What helped was that we had a good network of people to help us do the new interviews.
What didn't help was that the previous types would have enabled very specific metrics with data points that made us credible and actionable in the digital space immediately. The ethnographic interviews required more work on providing credibility at the end of the experiments.

2) What did you do? What strategies did you use in that situation?

We switched to ethnographic interviews and left a lot of the data quantity matrix unfilled so we can improve the data qualitative research instead of our data quantitative one.

4) What did you learn from that experience?

We learned that you can always find a plan B, however, every method has its purpose and if it was designed and voted to prove it has a specific outcome, we mail fail to provide similar results.

Slide 4

What did you learn? What else do you still need to figure out?

1) Looking back at your current activity, how do you think you can apply what you did in this situation?

We could follow the approach of identifying what are the new challenges our stakeholders face during the time of crisis and find ways to address them with our solution

3) What you feel you can't solve yet?
What would still remain a challenge?

2) What can you solve concretely? How will you do it?

Short term unemployment?
Alternative access to markets for local business to support them in the times of crisis.

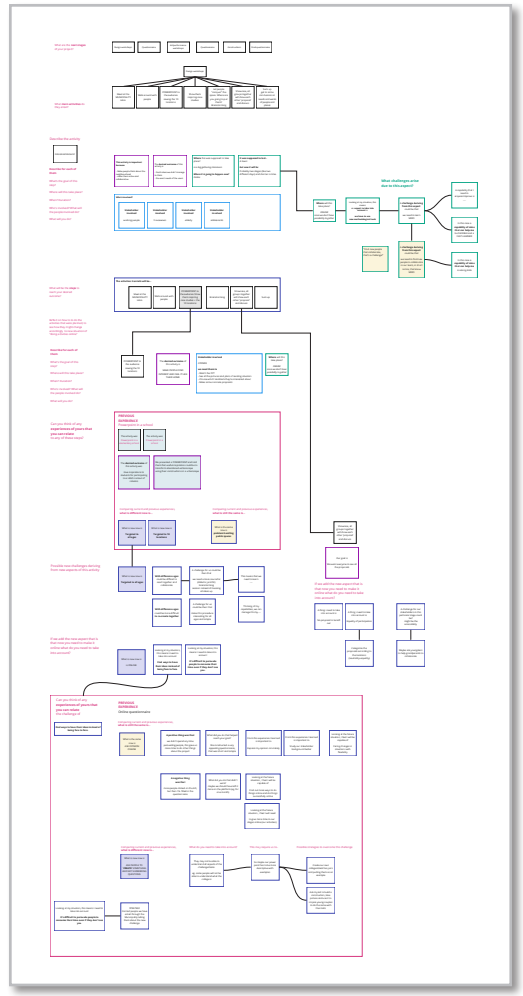
What do you think you can learn to become in control of these aspects?

APPENDIX E
Intervention 2 (Section 6.5 in the report)
Prototype templates

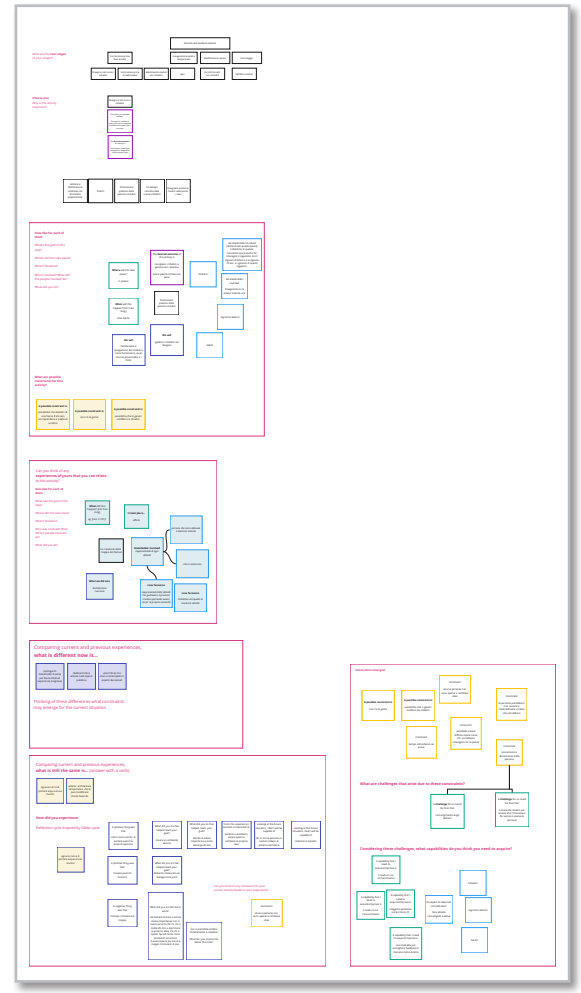
The activity is then held on this digital whiteboard using the collaborative tool Miro. On this whiteboard, questions and instructions are written to guide the activity in its different sections. The sections of the activity are delineated on the whiteboard in squares. The open structure and the newness of the tool for both participants and researcher made it necessary to facilitate the whole activity. In this case, participants' answers to questions were written by me as a researcher/facilitator in dedicated boxes as sticky notes.

The following pages show more in detail the questions in each template and the answers of participants.

Prototype 1

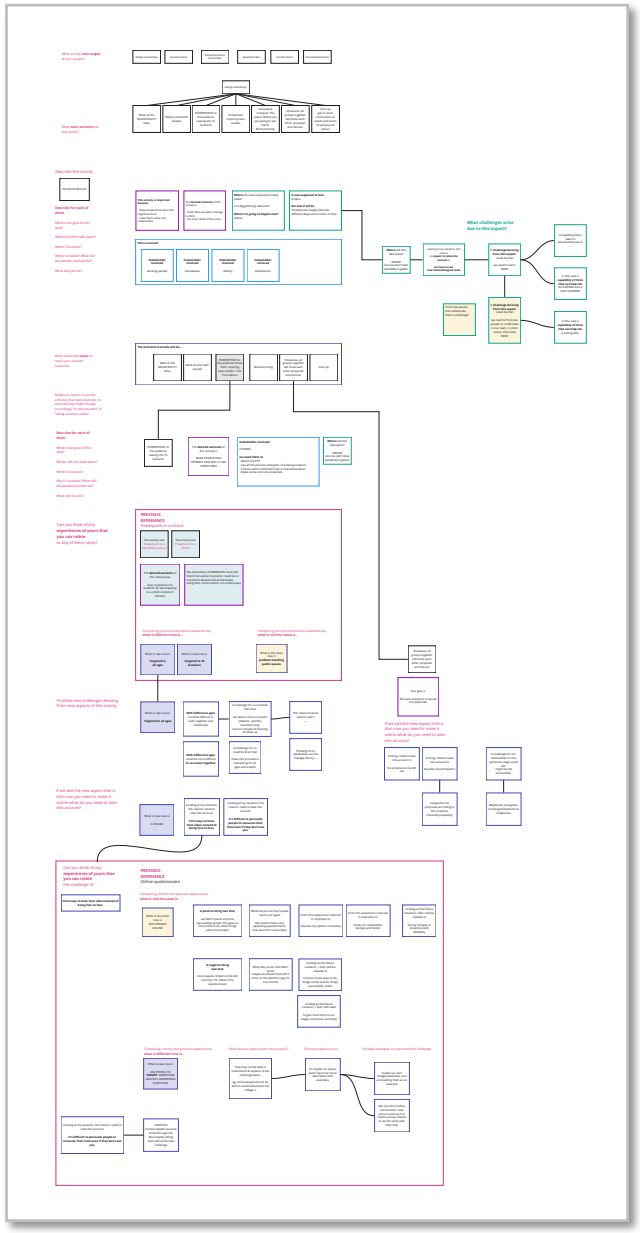


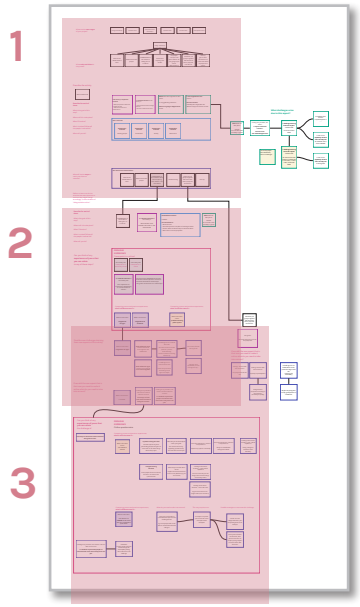
Prototype 2



Intervention 2a
Sections of the prototype

Prototype 1





1

What are the **next stages** of your project?

Design workshops | Questionnaire | Art/performance workshops | Questionnaire | Constructions | Final questionnaire

What **main activities** do they entail?

Design workshops

Meet at the MUNICIPALITY HALL | Walk around with people | POWERPOINT to the audience sawing the 10 locations | Show them inspiring case studies | Let people "conquer" the space. Where are you going to put them? Brainstorming | Showcase, all groups together will show each other 'proposal' and discuss | Sum up get to some conclusions on needs and wants of people and places

Describe the activity

DESIGN WORKSHOP

Describe for each of them

What's the goal of this step?

Where will this take place?

When? Duration?

Who's involved? What will the people involved do?

What will you do?

This activity is important because

- Make people think about the neighbourhood
- make them active and collaborative

The **desired outcome** of this activity is

- Fresh ideas we didn't manage to think
- the exact needs of the users

Where this was supposed to take place?

in a big gathering classroom

Where it is going to happen now?
Online

It was supposed to last..
4 hours

but now it will be
Probably two stages (like two different days) and shorter in time.

Who's involved?

Stakeholder involved working people | **Stakeholder involved** housewives | **Stakeholder involved** elderly | **Stakeholder involved** adolescents

What will be the **steps** to reach your desired outcome?

The activities it entails will be...

Meet at the MUNICIPALITY HALL | Walk around with people | POWERPOINT to the audience Show them inspiring case studies + the 10 locations | Brainstorming | Showcase, all groups together will show each other 'proposal' and discuss | Sum up

Reflect on how to to do the activities that were planned, to see how they might change accordingly to new situation of "doing activities online"

2

Describe for each of them

What's the goal of this step?

Where will this take place?

When? Duration?

Who's involved? What will the people involved do?

What will you do?

POWERPOINT to the audience sawing the 10 locations

The **desired outcome** of this activity is

MAKE PEOPLE FIND INTEREST AND FEEL IT LIKE THEIR HOME

Stakeholder involved

CITIZENS

we need them to
- Watch the PPT
- See all the pictures and plans of existing situation
- Choose which landmark they're interested about
- Make some concrete proposals

Where will this take place?

ONLINE since we don't have possibility to gather

Can you think of any **experiences of yours that you can relate** to any of these steps?

PREVIOUS EXPERIENCE
Powerpoint in a school

The activity was Powerpoint in a elementary school

The activity was Powerpoint in a school

The **desired outcome** of this activity was

Give inspirations to students for participating to a LEGO context of robotics

We presented a POWERPOINT and told them that useful inspiration could be to transform abandoned usrbanscape using their constructions in a urbanscape

Comparing current and previous experiences, **what is different now is...**

What is new now is **Targeted to all ages**

What is new now is **Targeted to 10 locations**

Comparing current and previous experiences, **what is still the same is...**

What is the same now is **problem handling public spaces**

Possible new challenges deriving from new aspects of this activity

What is new now is **Targeted to all ages**

With difference ages could be difficult to react together and collaborate

A challenge for us could be then that

we need a more sourceful (didactic, prolific) brainstorming session instead of messing all ideas up

This means that we need to learn .....

With difference ages could be more difficult **to co-create together**

A challenge for us could be then that

make this procedure interesting for all ages and simple

Thinking of my capabilities, we can manage this by.....

If we add the new aspect that is that now you need to make it online what do you need to take into account?

What is new now is

is ONLINE

Looking at my situation, this means I need to take into account

Find ways to have their ideas instead of being face to face.

Looking at my situation, this means I need to take into account

It's difficult to persuade people to consume their time even if they don't see you.

3

Possible new challenges deriving from new aspects of this activity

What is new now is **Targeted to all ages**

What is new now is **Targeted to 10 locations**

What is the same now is **problem handling public spaces**

What is new now is **Targeted to all ages**

With difference ages could be difficult to react together and collaborate

A challenge for us could be then that

we need a more sourceful (didactic, prolific) brainstorming session instead of messing all ideas up

This means that we need to learn .....

With difference ages could be more difficult **to co-create together**

A challenge for us could be then that

make this procedure interesting for all ages and simple

Thinking of my capabilities, we can manage this by.....

Showcase, all groups together will show each other 'proposal' and discuss

Our goal is

We want everyone to see all the proposals

If we add the new aspect that is that now you need to make it online what do you need to take into account?

A thing i need to take into account is

No proposal to be left out

A thing i need to take into account is

Equality of participation

Categorize the proposals according to the locations (neutrality+equality)

If we add the new aspect that is that now you need to make it online what do you need to take into account?

What is new now is

is ONLINE

Looking at my situation, this means I need to take into account

Find ways to have their ideas instead of being face to face.

Looking at my situation, this means I need to take into account

It's difficult to persuade people to consume their time even if they don't see you.

Can you think of any **experiences of yours that you can relate** the challenge of

Find ways to have their ideas instead of being face to face.

PREVIOUS EXPERIENCE
Online questionnaire

Comparing current and previous experiences, **what is still the same is...**

What is the same now is ASK OPINION ONLINE

A positive thing was that

we didn't spend any time persuading people, this gave us more time to do other things about the project

What did you do that helped reach your goal?

We constructed a very appealing questionnaire, that was short and simple

From this experience I learned is important to

Express my opinion concretely

From this experience I learned is important to

Study our stakeholder background better

Looking at the future situation, I feel I will be capable of

Facing changes in situations with flexibility

A negative thing was that

more people clicked on the AD, but then 1% filled in the questionnaire

What did you do that didn't work?

maybe we should have left it more on the platform (eg. for one month)

Looking at the future situation , I feel I will be capable of

Find out more ways to do things online and do things successfully online

Looking at the future situation , I feel I will need

to give more time to our stages online (our activities)

Comparing current and previous experiences, **what is different now is...**

What do you need to take into account?

This may require us to..

Possible strategies to overcome this challenge

What is new now is

ASK PEOPLE TO '**CREATE**' SOMETHING AND NOT ANSWERING QUESTIONS

They may not be able to understand all aspects of the challenge/tasks.

eg. some people will not be able to understand what the collage is

So maybe our power point has to be more descriptive with examples

Create our own collages/sketches, pics and putting them as an example

Ask my kid to build a construction, take picture and use it to inspire young couples to do the same with their kids

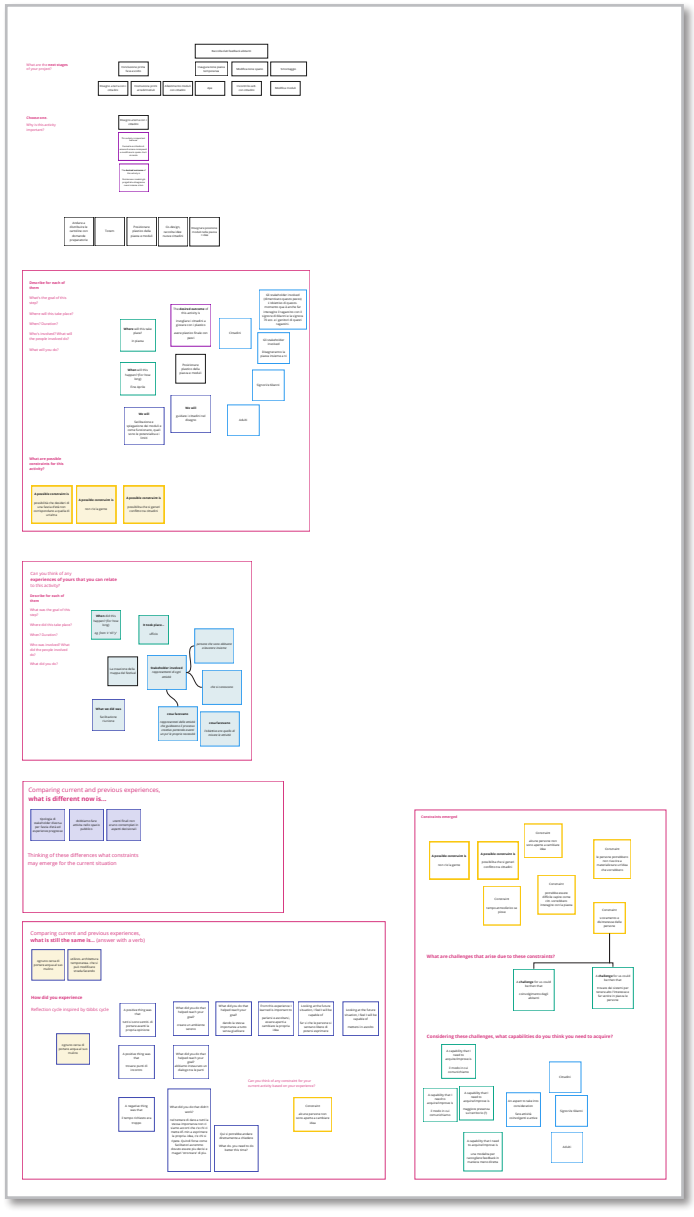
Looking at my situation, this means I need to take into account

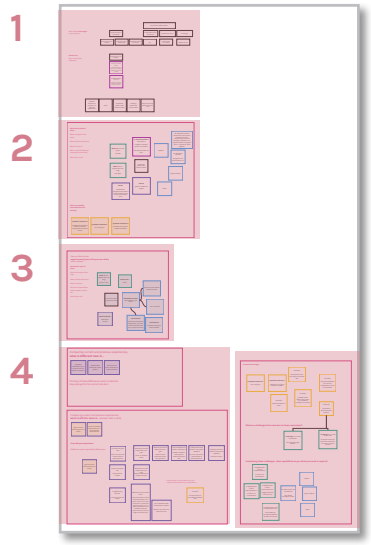
It's difficult to persuade people to consume their time even if they don't see you.

STRATEGY
Contact people we have email through the Municipality telling them about the new challenge

Intervention 2b
Sections of the prototype

Prototype 2





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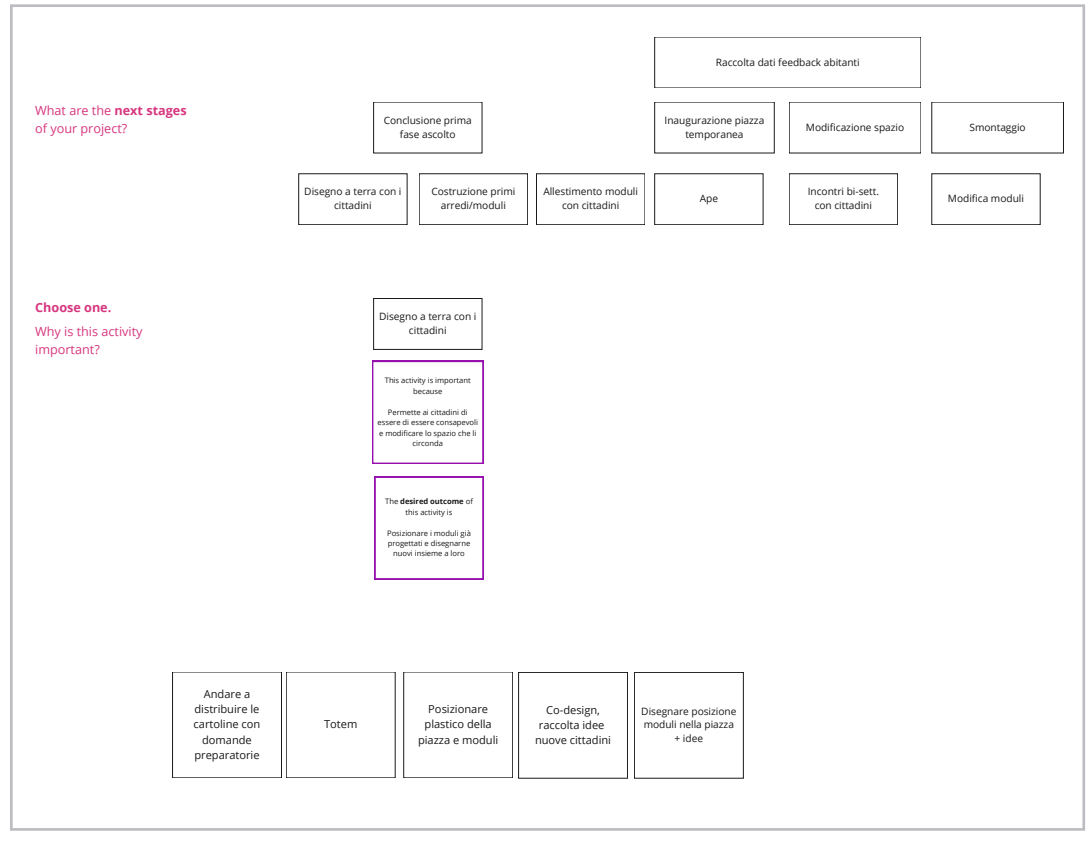


2

Describe for each of them

What's the goal of this step?

Where will this take place?

When? Duration?

Who's involved? What will the people involved do?

What will you do?

Where will this take place?

in piazza

When will this happen? (For how long)

Fine Aprile

We will

facilitazione e spiegazione dei moduli e come funzionano, quali sono le potenzialita e i limiti

The **desired outcome** of this activity is

invogliare i cittadini a giocare con i plastico

avere plastico finale con pezzi

Posizionare plastico della piazza e moduli

We will

guidare i cittadini nel disegno

Cittadini

Adulti

Gli stakeholder involved (dimenticato questo pezzo) L'obiettivo di questo. momento qua è anche far interagire il ragazzino con il signore di 60anni e la signora 70 ecc. e i genitori di questi ragazzini.

Gli stakeholder involved

Disegneranno la piazza insieme a ni

Signori/e 60anni

What are possible constraints for this activity?

A possible constraint is

possibilità che desideri di una fascia d'età non corrispondano a quella di un'altra

A possible constraint is

non c'e la gente

A possible constraint is

possibilita che si generi conflitto tra cittadini

3

Can you think of any **experiences of yours that you can relate** to this activity?

Describe for each of them

What was the goal of this step?

Where did this take place?

When? Duration?

Who was involved? What did the people involved do?

What did you do?

When did this happen? (For how long)

eg. from 'x' till 'y'

It took place...

ufficio

La creazione della mappa del festival

Stakeholder involved
rappresettanti di ogni attività

persone che sono abituate a lavorare insieme

che si conoscono

What we did was

facilitazione riunione

cosa facevano

rappresentati delle attività che guidavano il processo creativo portando avanti un po' le proprie necessità

cosa facevano

l'obiettivo era quello di mixare le attività

4

Comparing current and previous experiences,
what is different now is...

tipologia di stakeholder diversa per fascia d'età ed esperienze pregresse

dobbiamo fare attivita nello spazio pubblico

utenti finali non erano contemplati in aspetti decisionali

Thinking of these differences what constraints may emerge for the current situation

Comparing current and previous experiences,
what is still the same is... (answer with a verb)

ognuno cerca di portare acqua al suo mulino

utilizzo. architettura temporanea. che si può modificare strada facendo

How did you experience

Reflection cycle inspired by Gibbs cycle

ognuno cerca di portare acqua al suo mulino

A positive thing was that

tutti si sono sentiti. di portare avanti la propria opinione

What did you do that helped reach your goal?

creare un ambiente sereno

What did you do that helped reach your goal?

dando la stessa importanza a tutto senza giudicare

From this experience I learned is important to

parlarsi e ascoltarsi, essere aperti a cambiare la propria idea

Looking at the future situation, I feel I will be capable of

far si che le persone si sentano libere di potersi esprimere

Looking at the future situation, I feel I will be capable of

mettersi in ascolto

A positive thing was that

trovare punti di incontro

What did you do that helped reach your goal?
abbiamo instaurato un dialogo tra le parti

A negative thing was that

il tempo richiesto era troppo

What did you do that didn't work?

nel tentare di dare a tutti la stessa importanza non ci siamo accorti che c'e chi ci mette 45 min a esprimere la propria. idea, c'e chi si ripete. Quindi forse come facilitatori avremmo dovuto essere piu decisi e magari 'stroncare' di piu.

Qui si potrebbe andare direttamente a chiedere

What do. you need to do better this time?

Can you think of any constraint for your current activity based on your experience?

Constraint

alcune persone non sono aperte a cambiare idea

5

Constraints emerged

A possible constraint is

non c'e la gente

A possible constraint is

possibilita che si generi conflitto tra cittadini

Constraint

alcune persone non sono aperte a cambiare idea

Constraint

le persone potrebbero non riuscire a materializzare un'idea che vorrebbero

Constraint

tempo atmosferico se piove

Constraint

potrebbe essere difficile capire come citt. vorrebbero interagire con la piazza

Constraint

scoramento e disinteresse delle persone

What are challenges that arise due to these constraints?

A **challenge** for us could be then that

coinvolgimento degli abitanti

A **challenge** for us could be then that

trovare dei sistemi per tenere alto l'interesse e far venire in piazza le persone

Considering these challenges, what capabilities do you think you need to acquire?

A capability that I need to acquire/improve is

il modo in cui comunichiamo

A capability that I need to acquire/improve is

il modo in cui comunichiamo

A capability that I need to acquire/improve is

maggiore presenza sul territorio (?)

A capability that I need to acquire/improve is

una modalita per raccogliere feedback in maniera meno diretta

An aspect to take into consideration

fare attività coinvolgenti e attive

Cittadini

Signori/e 60anni

Adulti

APPENDIX F

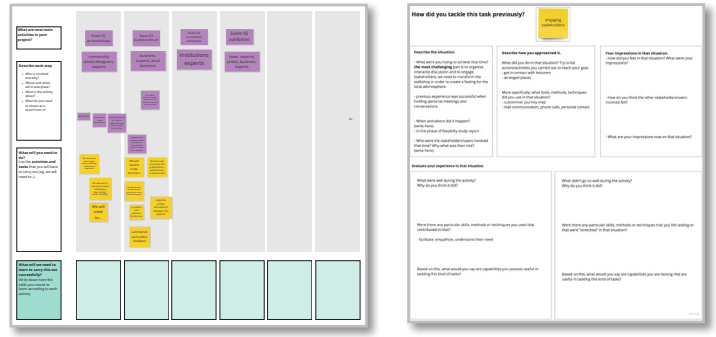
Intervention 2 (Section 6.5 in the report)

Prototype templates with answers of participants

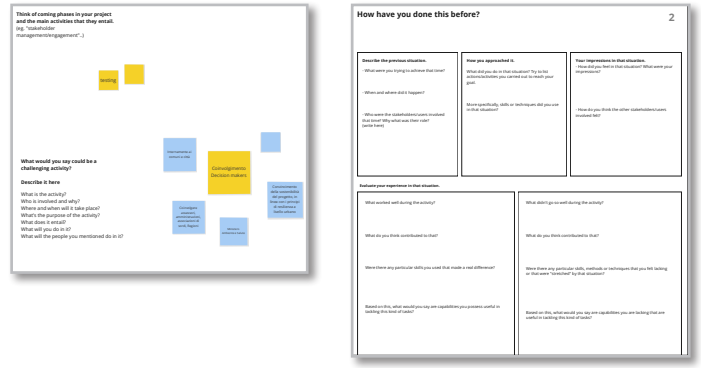
Three digital templates are prepared to guide participants in the third intervention. The templates are structured as canvases, one for each section of the activity, and contain each different boxes with questions and space for participants to answer using sticky notes. The participants are invited to discuss the questions and write down only the important conclusions, as it was learnt from the previous intervention. To collect the data, video recording, observation and feedback interviews at the end of the activity are chosen as a methodology.
Two slightly different versions were designed for this intervention, however the questions in the structure do not vary significantly.

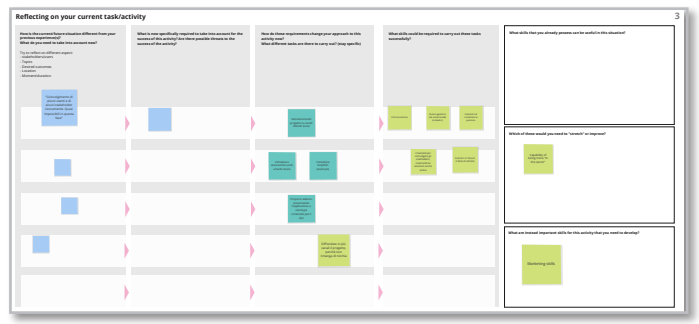
The following pages show more in detail the questions in each template and the answers of participants.

Intervention 3a



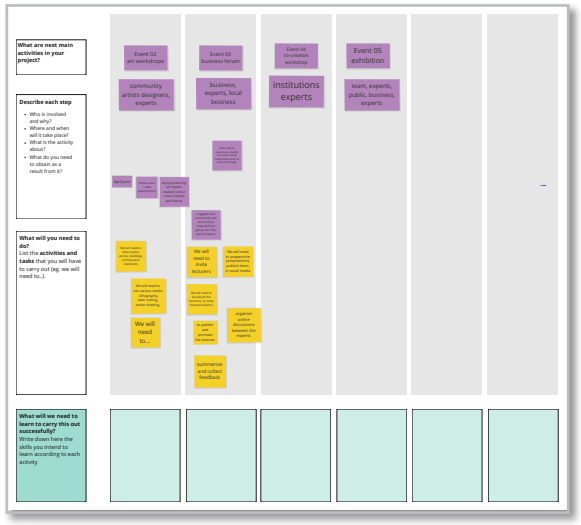
Intervention 3b



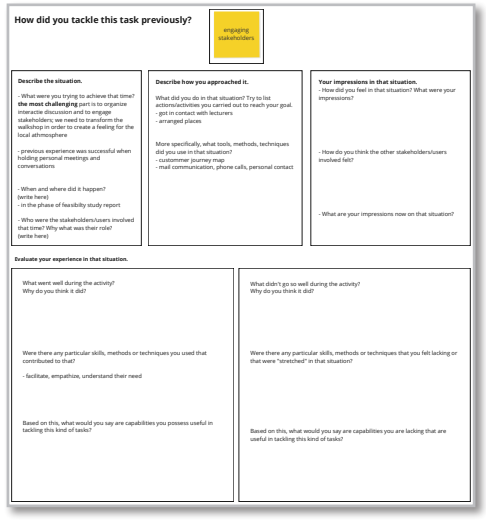


Intervention 3a
Prototype templates

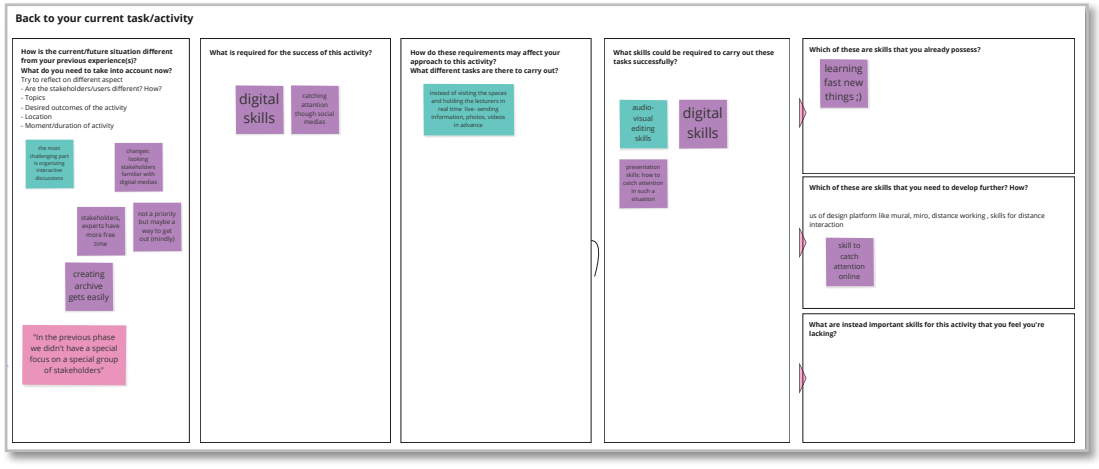
Template 1



Template 2

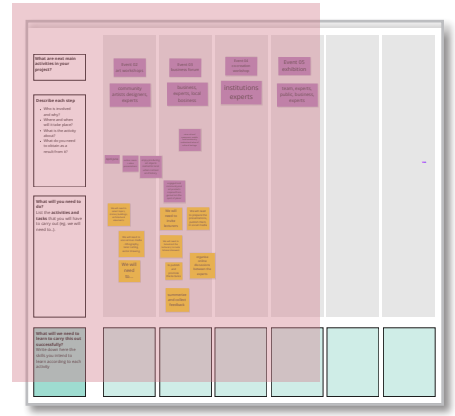


Template 3

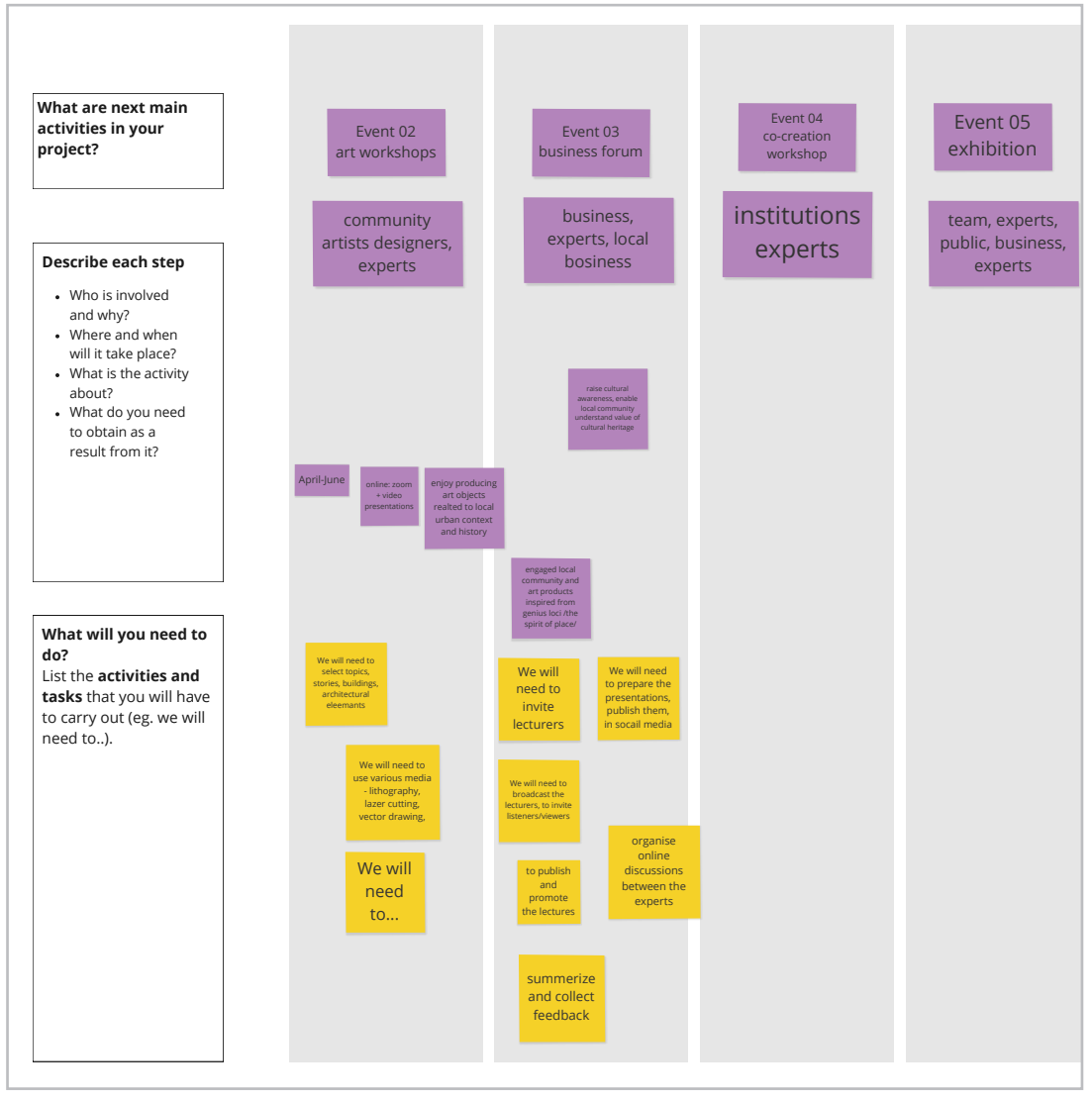


Intervention 3 a)
Template 1
with participants' answers

1

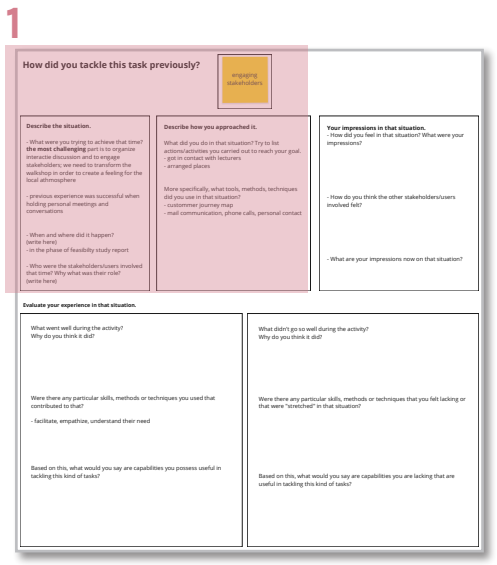


1



Intervention 3 a)
Template 2 with participants' answers

1


How did you tackle this task previously?

engaging stakeholders

Describe the situation.

- What were you trying to achieve that time? **the most challenging** part is to organize interactie discussion and to engage stakeholders; we need to transform the walkshop in order to create a feeling for the local athmosphere

- previous experience was successful when holding personal meetings and conversations

- When and where did it happen? (write here)
- in the phase of feasibilty study report

- Who were the stakeholders/users involved that time? Why what was their role? (write here)

Describe how you approached it.

What did you do in that situation? Try to list actions/activities you carried out to reach your goal.
- got in contact with lecturers
- arranged places

More specifically, what tools, methods, techniques did you use in that situation?
- custommer journey map
- mail communication, phone calls, personal contact

Your impressions in that situation.
- How did you feel in that situation? What were your impressions?

- How do you think the other stakeholders/users involved felt?

- What are your impressions now on that situation?

Evaluate your experience in that situation.

What went well during the activity? Why do you think it did?

Were there any particular skills, methods or techniques you used that contributed to that?

- facilitate, empathize, understand their need

Based on this, what would you say are capabilities you possess useful in tackling this kind of tasks?

What didn't go so well during the activity? Why do you think it did?

Were there any particular skills, methods or techniques that you felt lacking or that were "stretched" in that situation?

Based on this, what would you say are capabilities you are lacking that are useful in tackling this kind of tasks?

1

How did you tackle this task previously?

engaging stakeholders

Describe the situation.

- What were you trying to achieve that time? **the most challenging** part is to organize interactie discussion and to engage stakeholders; we need to transform the walkshop in order to create a feeling for the local athmosphere

- previous experience was successful when holding personal meetings and conversations

- When and where did it happen? (write here)
- in the phase of feasibilty study report

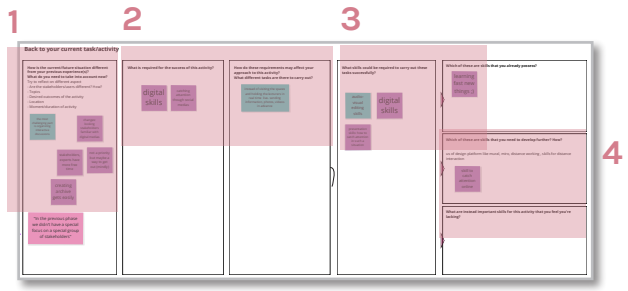
- Who were the stakeholders/users involved that time? Why what was their role? (write here)

Describe how you approached it.

What did you do in that situation? Try to list actions/activities you carried out to reach your goal.
- got in contact with lecturers
- arranged places

More specifically, what tools, methods, techniques did you use in that situation?
- custommer journey map
- mail communication, phone calls, personal contact

Intervention 3 a)
Template 3 with participants' answers



1

Back to your current task/activity

How is the current/future situation different from your previous experience(s)?
What do you need to take into account now?
Try to reflect on different aspect
- Are the stakeholders/users different? How?
- Topics
- Desired outcomes of the activity
- Location
- Moment/duration of activity

the most challenging part is organizing interactive discussions

changes: looking stakeholders familiar with digital medias

stakeholders, experts have more free time

not a priority but maybe a way to get out (mindly)

creating archive gets easily

2

What is required for the success of this activity?

digital skills

catching attantion though social medias

How do these requirements may affect your approach to this activity?
What different tasks are there to carry out?

instead of visiting the spaces and holding the lecturers in real time live- sending information, photos, videos in advance

3

What skills could be required to carry out these tasks successfully?

audio-visual editing skills

digital skills

presentation skills: how to catch attention in such a situation

Which of these are skills that you already possess?

learning fast new things ;)

Which of these are skills that you need to develop fu

us of design platform like mural, miro, distance working ,

4

Which of these are skills that you need to develop further? How?

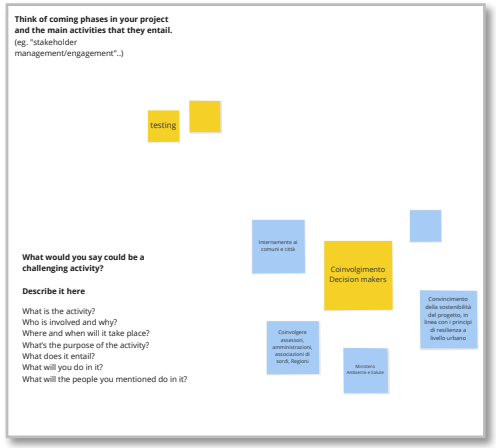
us of design platform like mural, miro, distance working , skills for distance interaction

skill to catch attention online

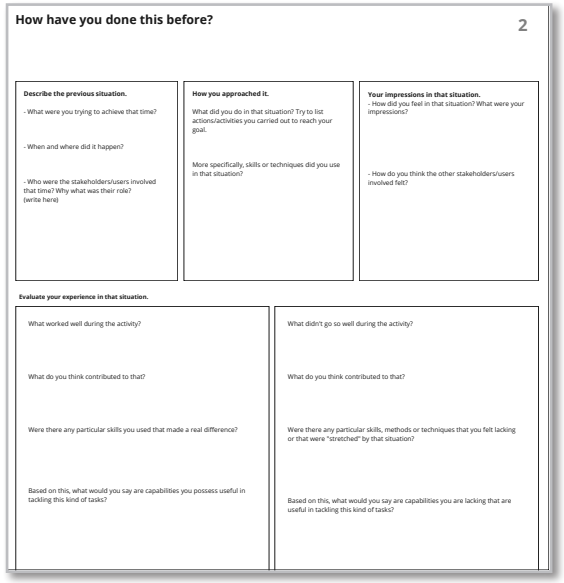
What are instead important skills for this activity that you feel you're lacking?

Intervention 3b
Prototype templates

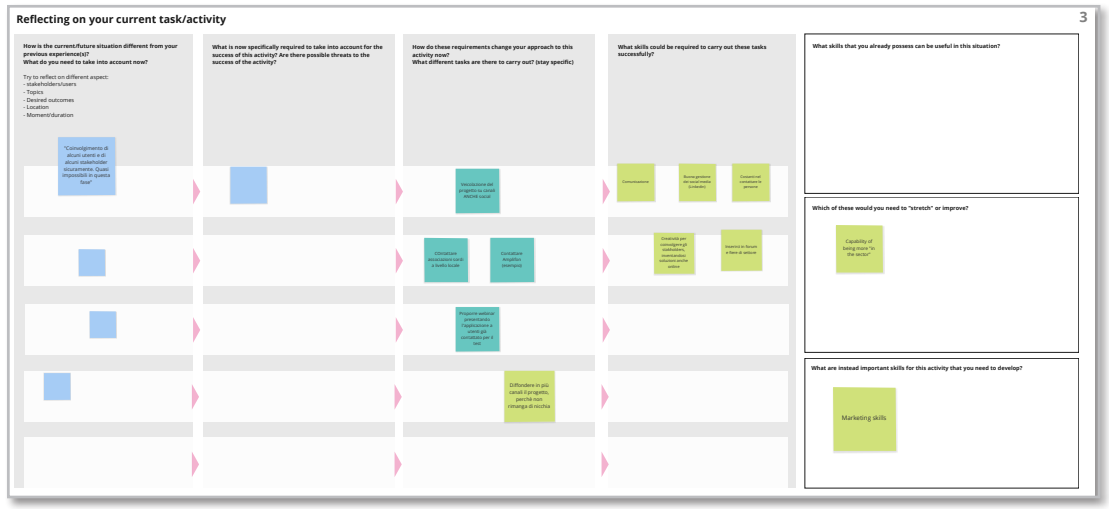
Template 1



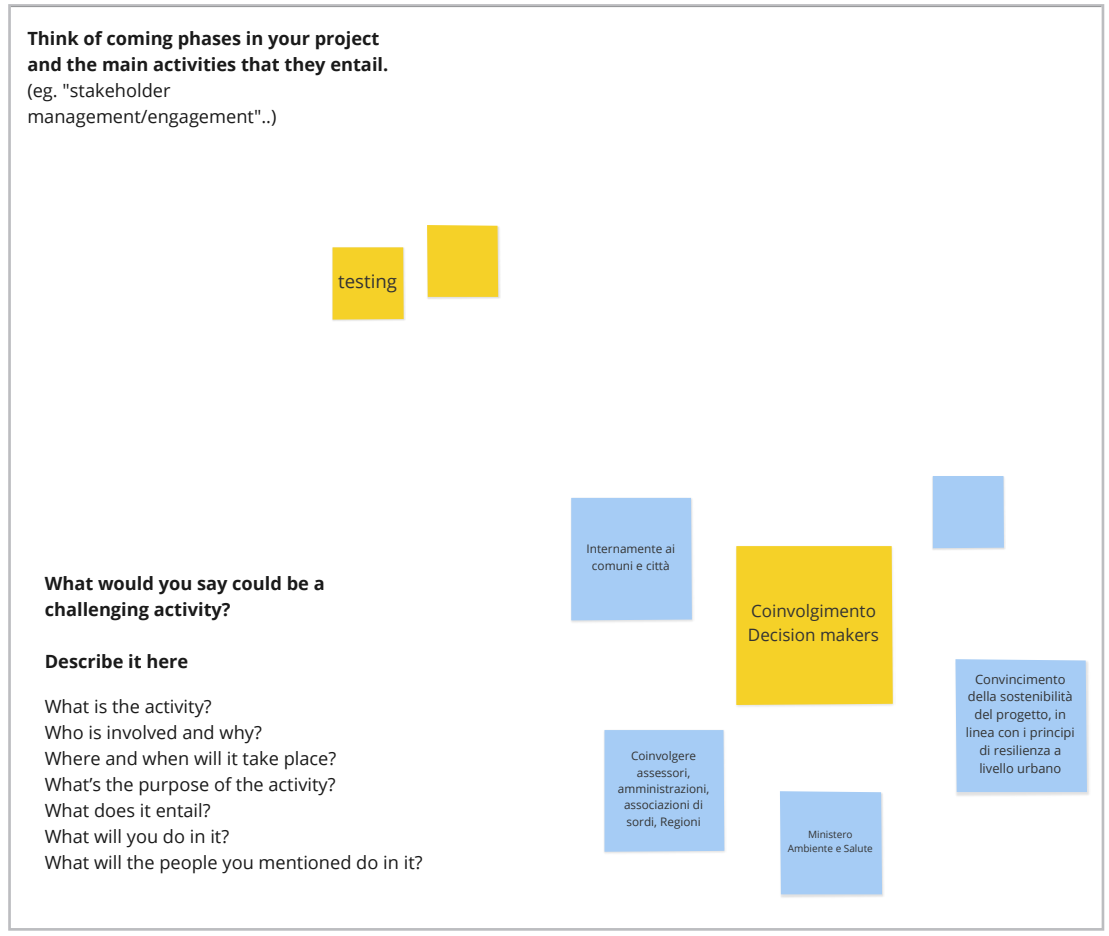
Template 2



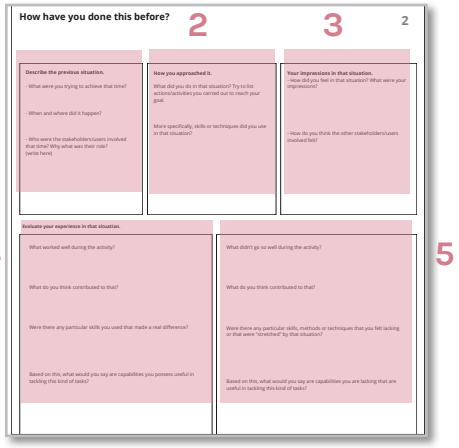
Template 3



Intervention 3b
Template 1



Intervention 3b
Template 2



1

Describe the previous situation.

- What were you trying to achieve that time?

- When and where did it happen?

- Who were the stakeholders/users involved that time? Why what was their role? (write here)

2

How you approached it.

What did you do in that situation? Try to list actions/activities you carried out to reach your goal.

More specifically, skills or techniques did you use in that situation?

3

Your impressions in that situation.
- How did you feel in that situation? What were your impressions?

- How do you think the other stakeholders/users involved felt?

4

Evaluate your experience in that situation.

What worked well during the activity?

What do you think contributed to that?

Were there any particular skills you used that made a real difference?

Based on this, what would you say are capabilities you possess useful in tackling this kind of tasks?

5

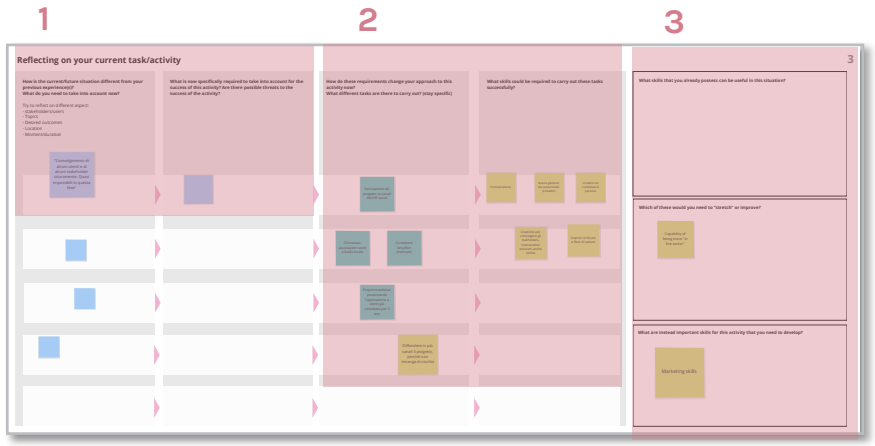
What didn't go so well during the activity?

What do you think contributed to that?

Were there any particular skills, methods or techniques that you felt lacking or that were "stretched" by that situation?

Based on this, what would you say are capabilities you are lacking that are useful in tackling this kind of tasks?

Intervention 3b
Template 3



1

Reflecting on your current task/activity

How is the current/future situation different from your previous experience(s)?
What do you need to take into account now?

Try to reflect on different aspect:
- stakeholders/users
- Topics
- Desired outcomes
- Location
- Moment/duration

"Coinvolgimento di alcuni utenti e di alcuni stakeholder sicuramente. Quasi impossibili in questa fase"

What is now specifically required to take into account for the success of this activity? Are there possible threats to the success of the activity?

2

How do these requirements change your approach to this activity now?
What different tasks are there to carry out? (stay specific)

Veicolazione del progetto su canali ANCHE social

COntattare associazioni sordi a livello locale

Contattare Amplifon (esempio)

Proporre webinar presentando l'applicazione a utenti già contattato per il test

Diffondere in più canali il progetto, perchè non rimanga di nicchia

What skills could be required to carry out these tasks successfully?

Comunicazione

Buona gestione dei social media (Linkedin)

Costanti nel contattare le persone

Creatività per coinvolgere gli stakholders, inventandosi soluzioni anche online

Inserirci in forum e fiere di settore

3

What skills that you already possess can be useful in this situation?

Which of these would you need to "stretch" or improve?

Capability of being more "in the sector"

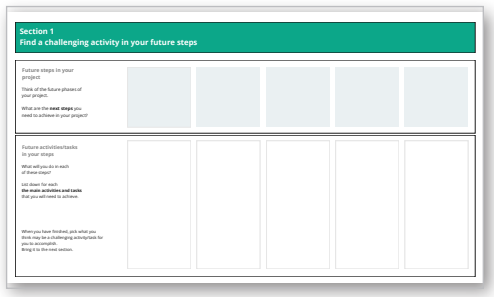
What are instead important skills for this activity that you need to develop?

Marketing skills

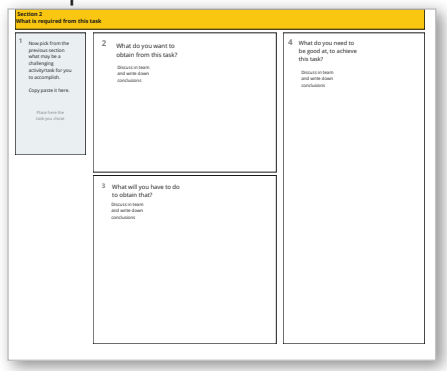
APPENDIX G
Intervention 4 (Section 6.7 in the Report)
Prototype templates

Four templates were created by utilising the online collaborative tool, Miro. For each section of the reflective process, a template is designed displaying the questions and including boxes for participants to answer utilising sticky notes. The first template, containing the two initial questions was sent in advance to participants via email separately, with instructions. Participants used sticky notes during the activity to write down their answers as well as typing directly on the templates. The following pages show in detail the questions in the templates and the answers of participants.

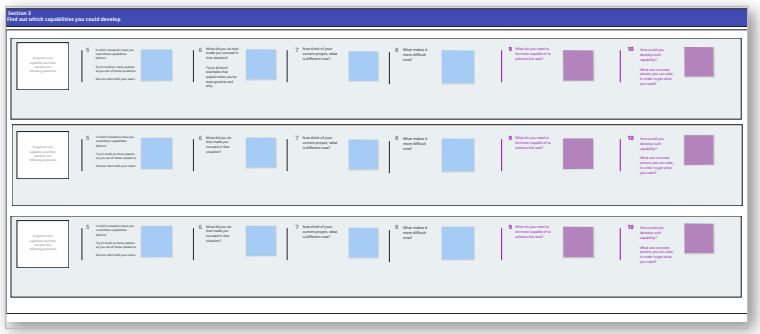
Template 1



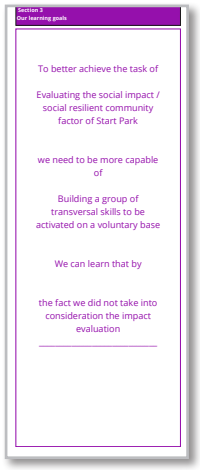
Template 2



Template 3

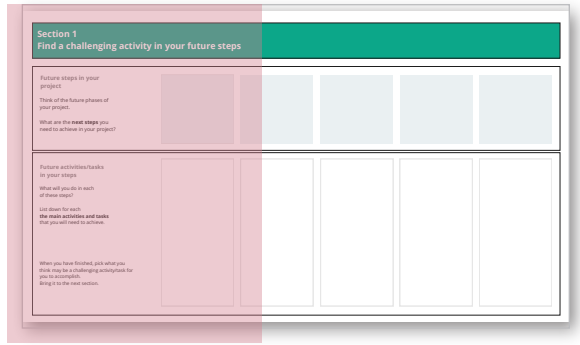


Template 4



Intervention 4
Questions template 1

1



1

Section 1
Find a challenging activity in your future steps

Future steps in your project

Think of the future phases of your project.

What are the **next steps** you need to achieve in your project?

Future activities/tasks in your steps

What will you do in each of these steps?

List down for each **the main activities and tasks** that you will need to achieve.

When you have finished, pick what you think may be a challenging activity/task for you to accomplish.
Bring it to the next section.

Intervention 4

Questions template 2

Section 2
What is required from this task

1 Now pick from the previous section what may be a challenging activity/task for you to accomplish.

Copy paste it here.

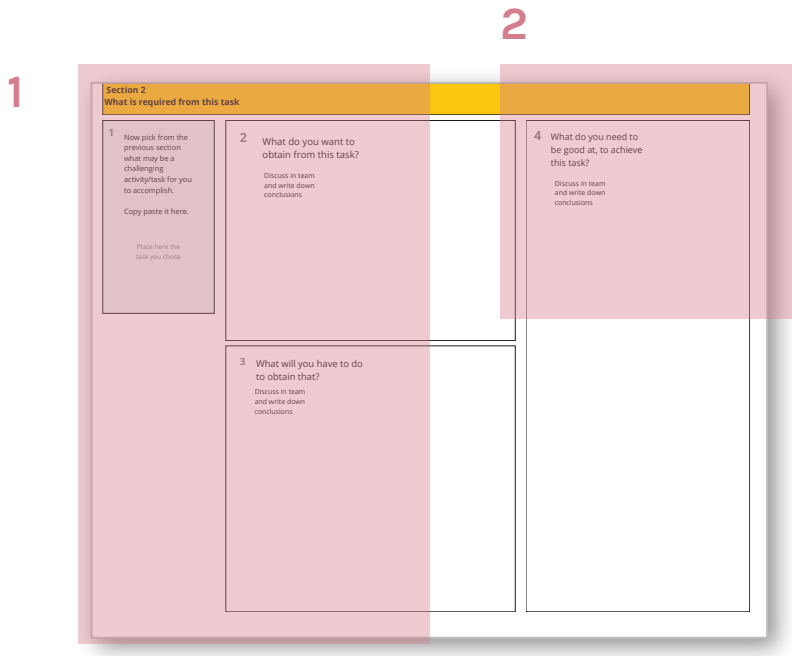
Place here the task you chose

2 What do you want to obtain from this task?

Discuss in team and write down conclusions

3 What will you have to do to obtain that?

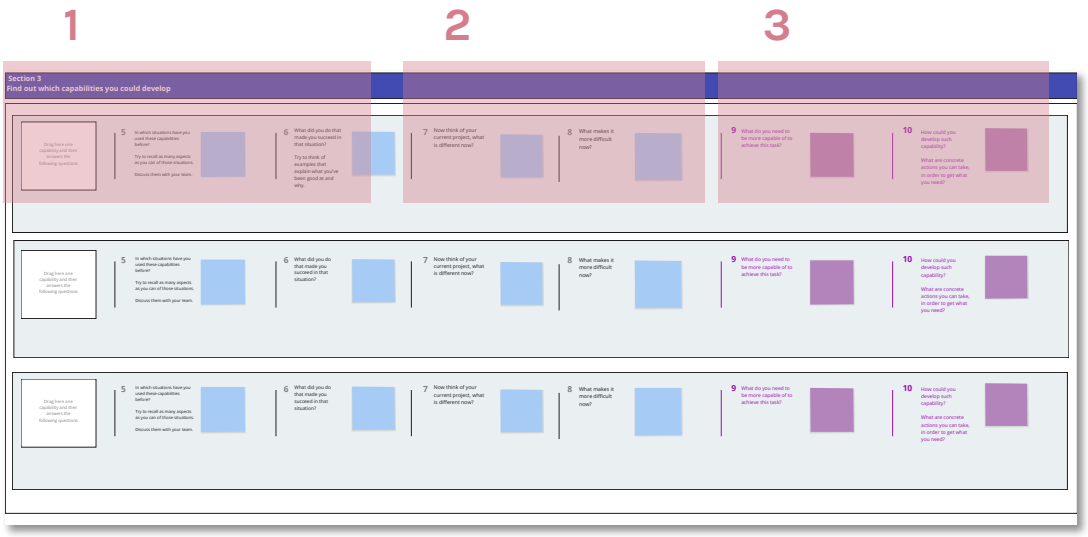
Discuss in team and write down conclusions



4 What do you need to be good at, to achieve this task?

Discuss in team and write down conclusions

Intervention 4
Questions template 3



1

Section 3
Find out which capabilities you could develop

Drag here one capability and then answers the following questions

5 In which situations have you used these capabilities before?

Try to recall as many aspects as you can of those situations.

Discuss them with your team.

6 What did you do that made you succeed in that situation?

Try to think of examples that explain what you've been good at and why.

2

7 Now think of your current project, what is different now?

8 What makes it more difficult now?

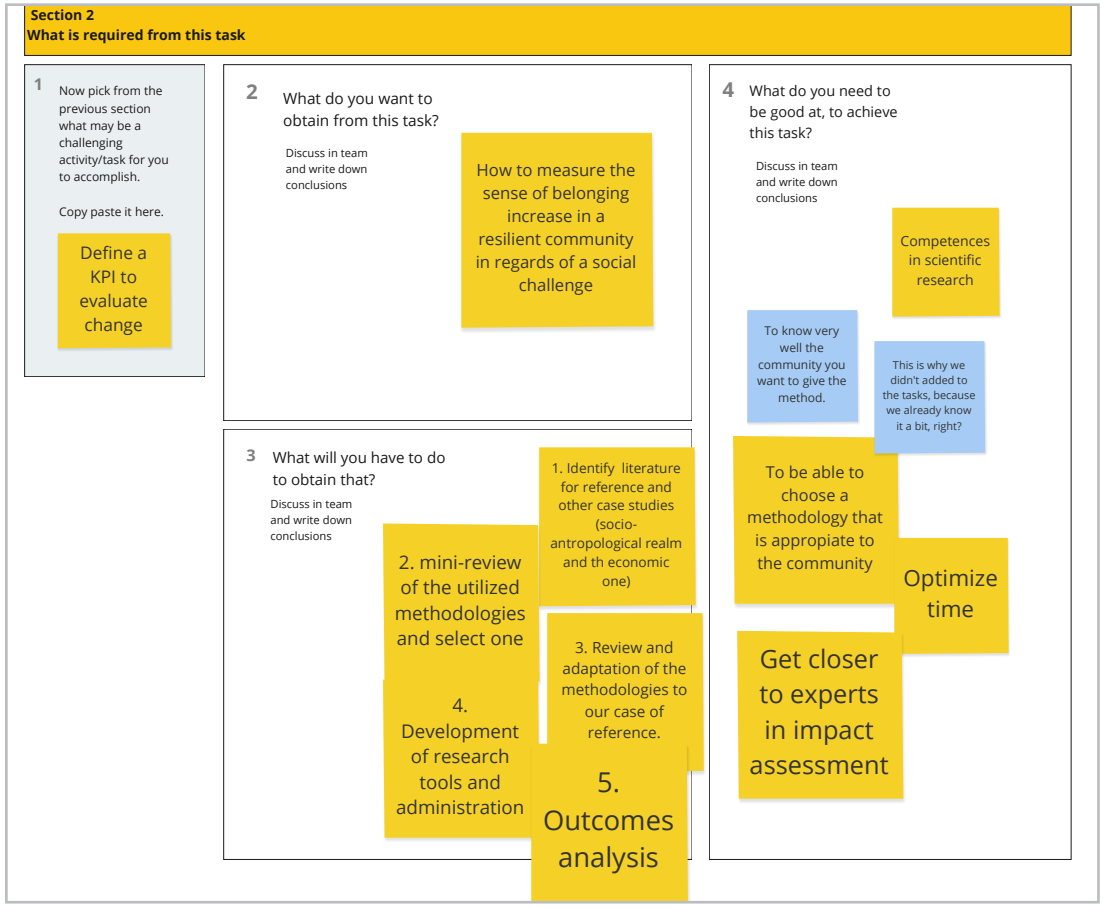
3

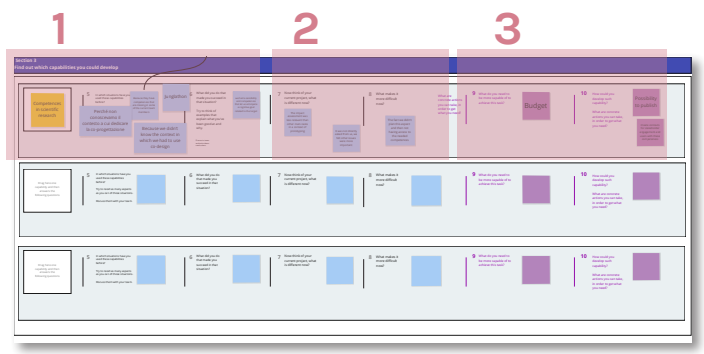
9 What do you need to be more capable of to achieve this task?

10 How could you develop such capability?

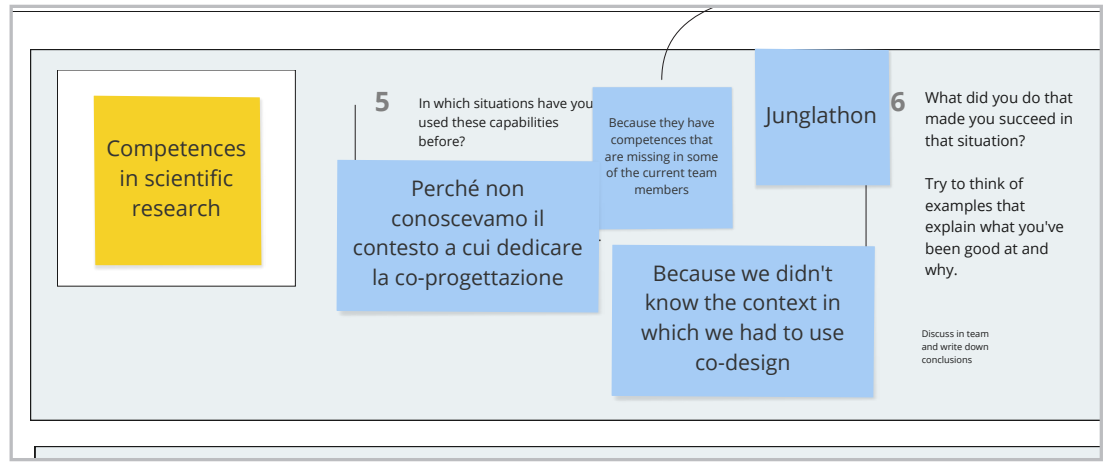
What are concrete actions you can take, in order to get what you need?

Intervention 4
Templates 2 and 3 with participants' answers





1



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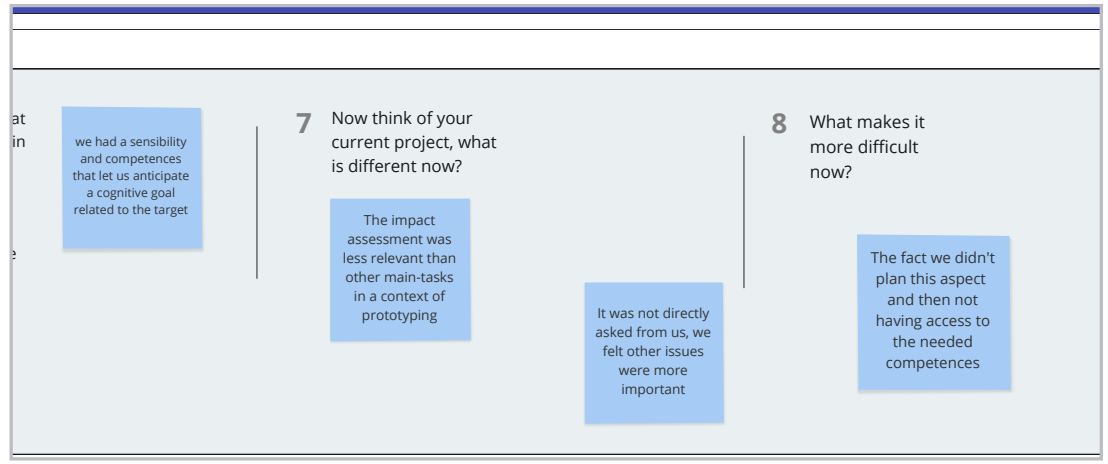
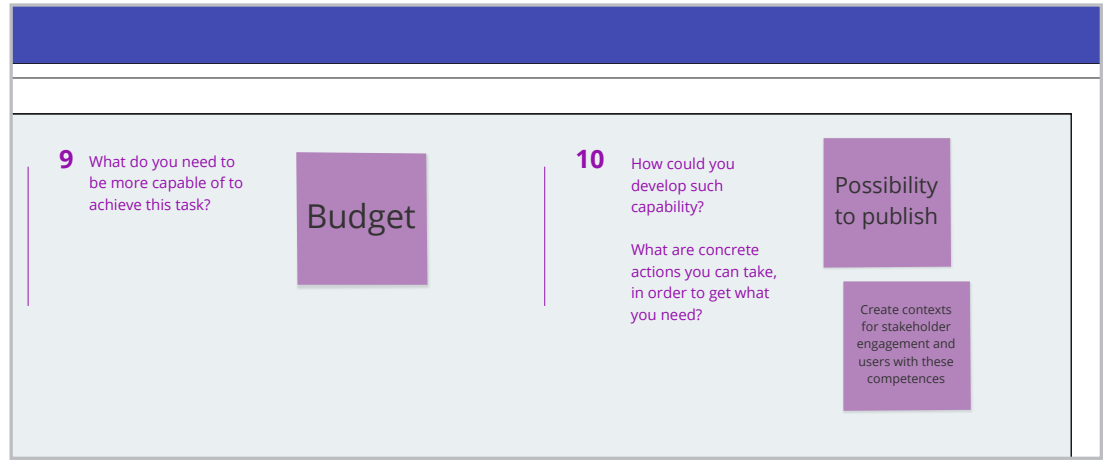
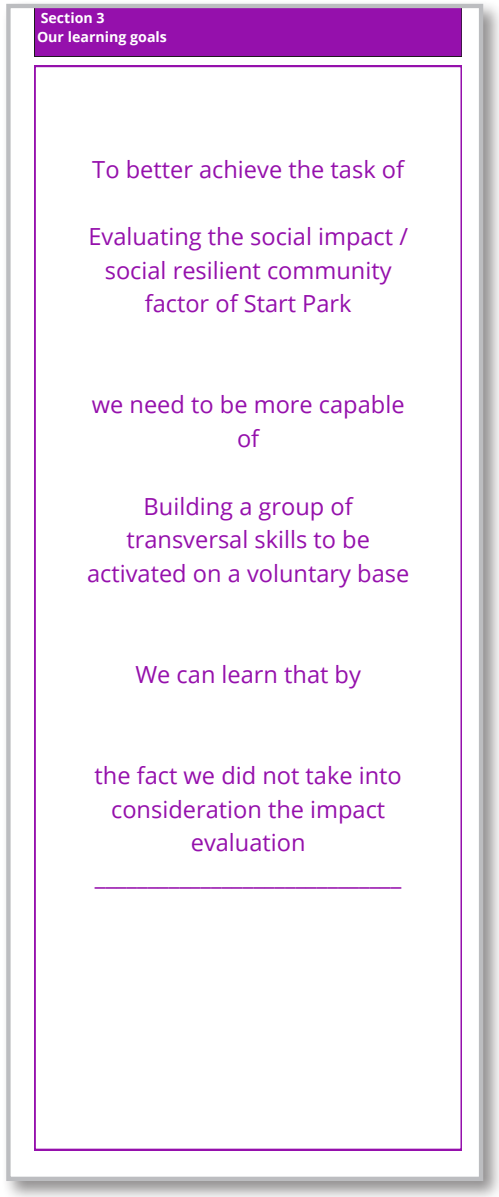


3



Intervention 4
Template 4 with
participants' answers



APPENDIX H
Intervention 5 (Section 6.8 in the Report)
Prototype templates

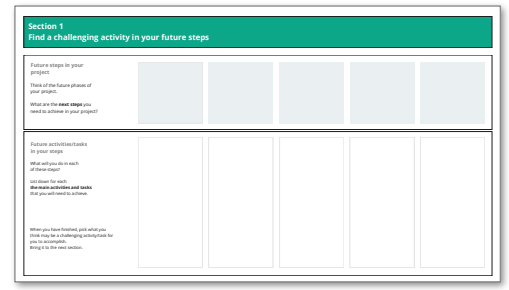
To support the reflective activity, three templates were created by utilising the online collaborative tool, Miro. For each section of the reflective process, a template is designed displaying the questions and including boxes for participants to answer utilising sticky notes, again utilising the online collaborative tool Miro.

The first template remained the same as the previous intervention. It contained the two initial questions prompting participants to think of the future steps of their projects and the activities that they entail. Participants filled in this template as a warm-up activity before the session, in order to give time to the actual reflection. The main activity is carried out on a single template, that includes all the reflective questions addressing the activity chosen by participants. This template, as mentioned in the description of the activity structure, includes a first part with three questions to be answered in white boxes with post-its. From the fifth step the template is divided into columns, each related to a capability formulated by participants. The columns follow the final five questions with respective boxes that host participants answers on post-its. The sixth question, as mentioned earlier, involves answering with different experiences from the past, for this reason, a quadrant divided into four dotted squares is provided to describe up to four different experiences. The other boxes that follow are free and participants are not restricted in any way either in the number of answers or in the positioning of the post-its.

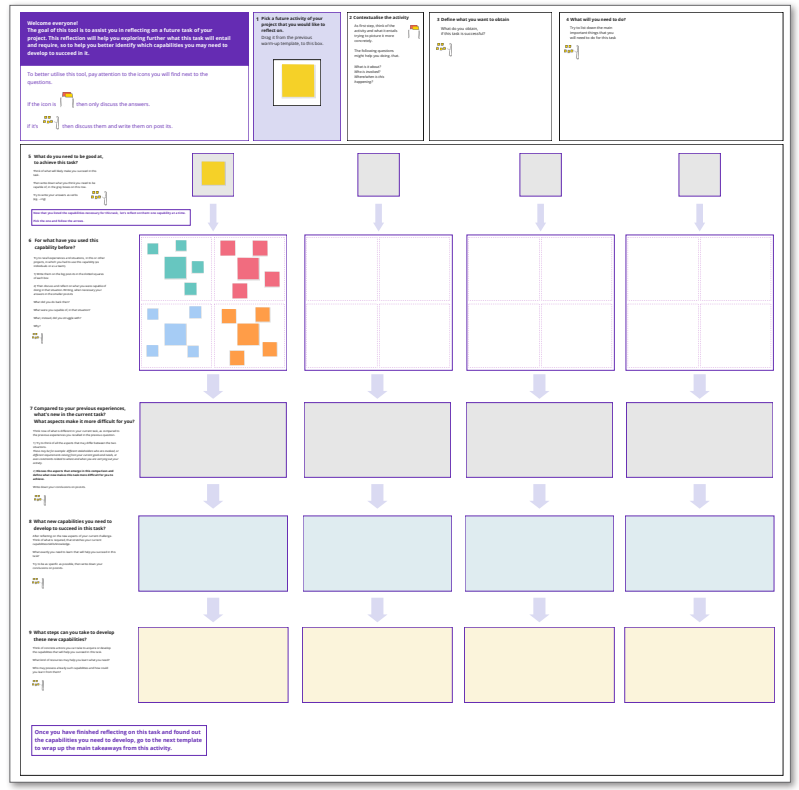
The third template is the Takeaway template, that differently from the previous intervention now does not imply typing instead participants can answer again, utilising post-its.

The following pages show more in detail the templates questions and the answers of participants.

Template 1

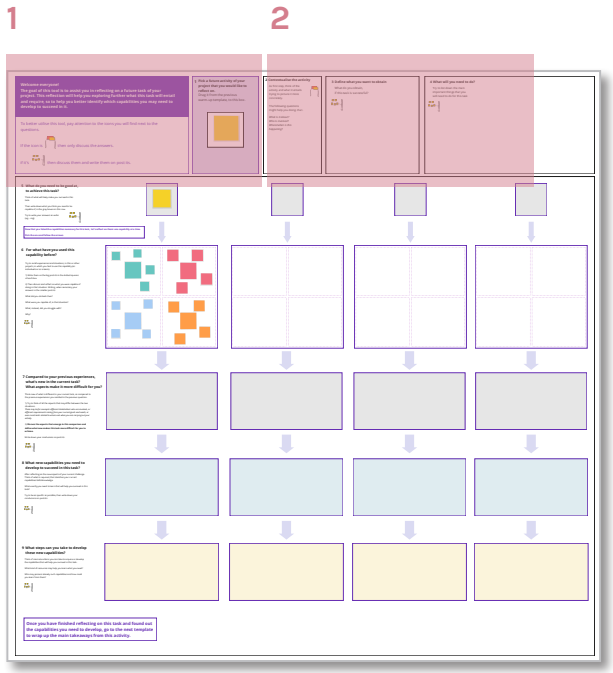


Template 2



Template 3

Intervention 5
Questions template 2



1

Welcome everyone!
The goal of this tool is to assist you in reflecting on a future task of your project. This reflection will help you exploring further what this task will entail and require, so to help you better identify which capabilities you may need to develop to succeed in it.

To better utilise this tool, pay attention to the icons you will find next to the questions.

If the icon is then only discuss the answers.

if it's then discuss them and write them on post its.

1 Pick a future activity of your project that you would like to reflect on.
Drag it from the previous warm-up template, to this box.

2

2 Contextualise the activity

As first step, think of the activity and what it entails trying to picture it more concretely.

The following questions might help you doing. that.

What is it about?
Who is involved?
Where/when is this happening?

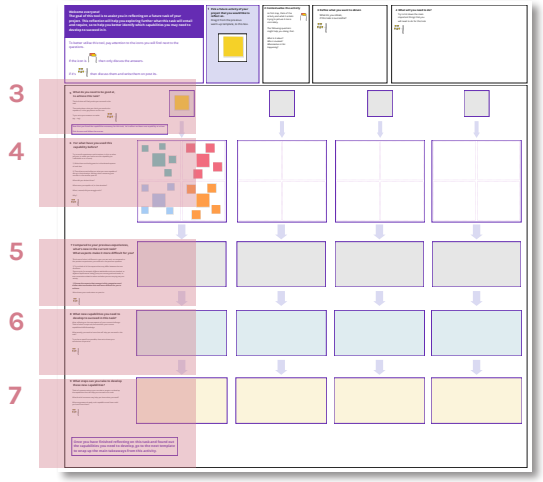
3 Define what you want to obtain

What do you obtain,
if this task is successful?

4 What will you need to do?

Try to list down the main important things that you will need to do for this task

Intervention 5
Questions template 2



3

5 What do you need to be good at, to achieve this task?

Think of what will likely make you succeed in this task.

Then write down what you think you need to be capable of, in the grey boxes on this row.

Try to write your answers as verbs (eg. ...ing)

Now that you listed the capabilities necessary for this task, let's reflect on them: one capability at a time.

Pick the one and follow the arrows.

4

6 For what have you used this capability before?

Try to recall experiences and situations, in this or other projects, in which you had to use this capability (as individuals or as a team).

1) Write them on the big post-its in the dotted squares of each box

2) Then discuss and reflect on what you were capable of doing in that situation. Writing, when necessary your answers in the smaller post-its

What did you do back then?

What were you capable of, in that situation?

What, instead, did you struggle with?

Why?

5

7 Compared to your previous experiences, what's new in the current task? What aspects make it more difficult for you?

Think now of what is different in your current task, as compared to the previous experiences you recalled in the previous question.

1) Try to think of all the aspects that may differ between the two situations.
These may be for example: different stakeholders who are involved, or different requirements raising from your current goals and needs, or even constraints related to where and when you are carrying out your activity.

2) **Discuss the aspects that emerge in this comparison and define what now makes this task more difficult for you to achieve.**

6

8 What new capabilities you need to develop to succeed in this task?

After reflecting on the new aspects of your current challenge. Think of what is required, that stretches your current capabilities/skills/knowledge.

What exactly you need to learn that will help you succeed in this task?

Try to be as specific as possible, then write down your conclusions on post-its.

7

9 What steps can you take to develop these new capabilities?

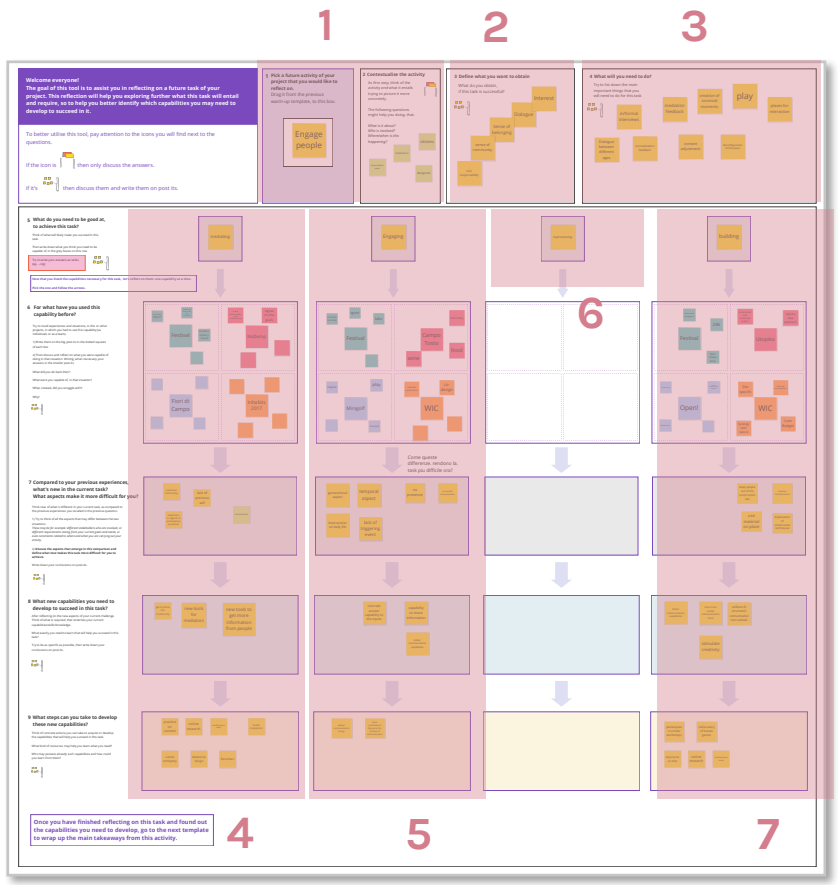
Think of concrete actions you can take to acquire or develop the capabilities that will help you succeed in this task.

What kind of resources may help you learn what you need?

Who may possess already such capabilities and how could you learn from them?

Once you have finished reflecting on this task and found out the capabilities you need to develop, go to the next template to wrap up the main takeaways from this activity.

Intervention 4
Template 2 with participants' answers



1

1 Pick a future activity of your project that you would like to reflect on.
Drag it from the previous warm-up template, to this box.

Engage people

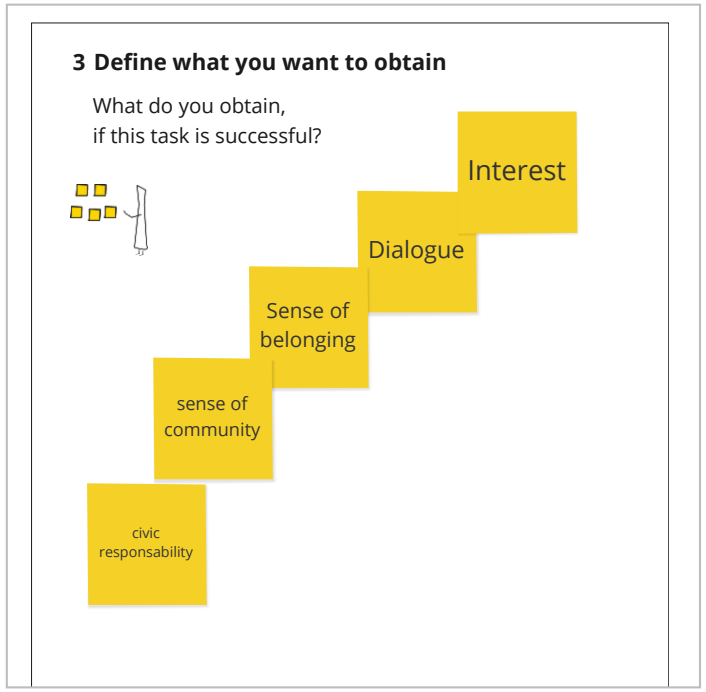
2 Contextualise the activity

As first step, think of the activity and what it entails trying to picture it more concretely.

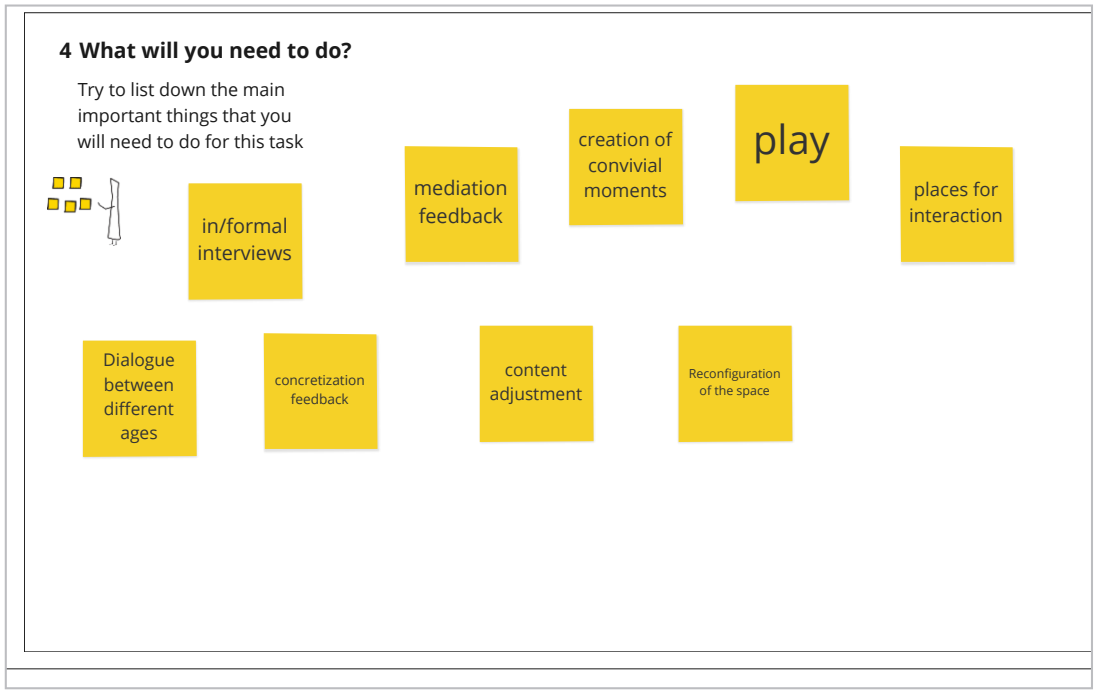
The following questions might help you doing. that.

What is it about?
Who is involved?
Where/when is this happening?

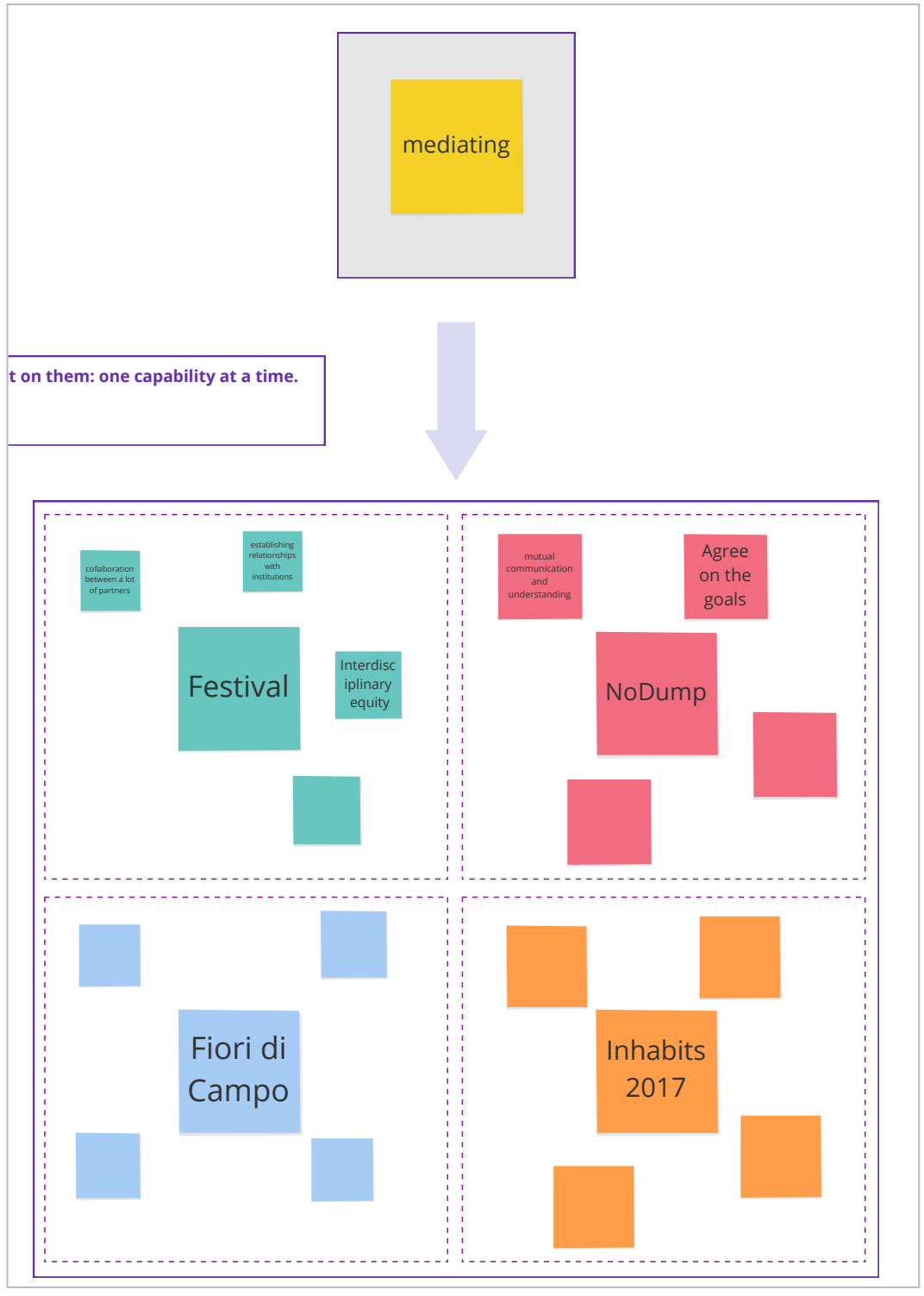
citizens
Institutions
Square/public space
designers


3 Define what you want to obtain
What do you obtain,
if this task is successful?
Interest
Dialogue
Sense of belonging
sense of community
civic responsability

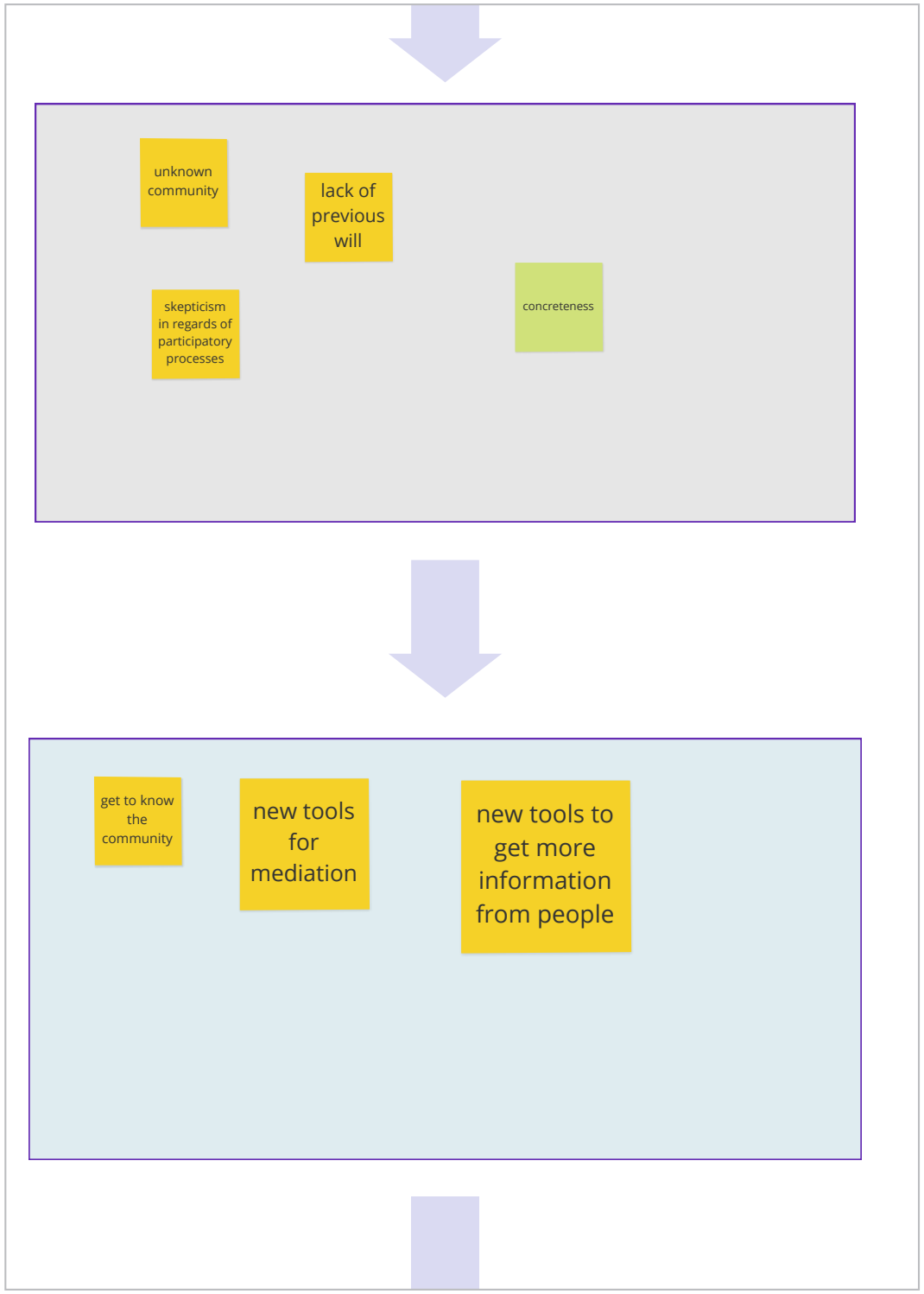
3


4 What will you need to do?
Try to list down the main important things that you will need to do for this task
in/formal interviews
mediation feedback
creation of convivial moments
play
places for interaction
Dialogue between different ages
concretization feedback
content adjustment
Reconfiguration of the space

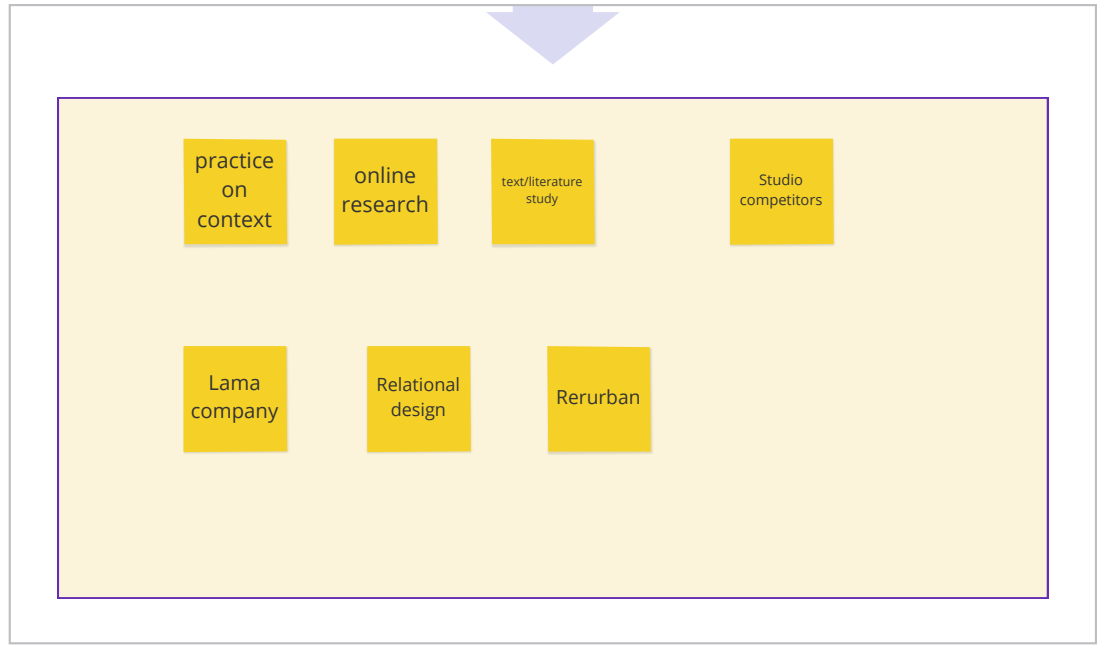
4


mediating
t on them: one capability at a time.
collaboration between a lot of partners
establishing relationships with institutions
Festival
Interdisciplinary equity
mutual communication and understanding
Agree on the goals
NoDump
Fiori di Campo
Inhabits 2017

4


unknown community
lack of previous will
skepticism in regards of participatory processes
concreteness
get to know the community
new tools for mediation
new tools to get more information from people

4


practice on context
online research
text/literature study
Studio competitors
Lama company
Relational design
Rerurban

Engaging

sport

antracist mondiali

labs

Festival

Informality

Campo Tosto

food

wine

recycle

play

Minigolf

unusual

informal construction

co-design

WIC

generational aspect

temporal aspect

no presence

non-verbal communication

intervention on daily life

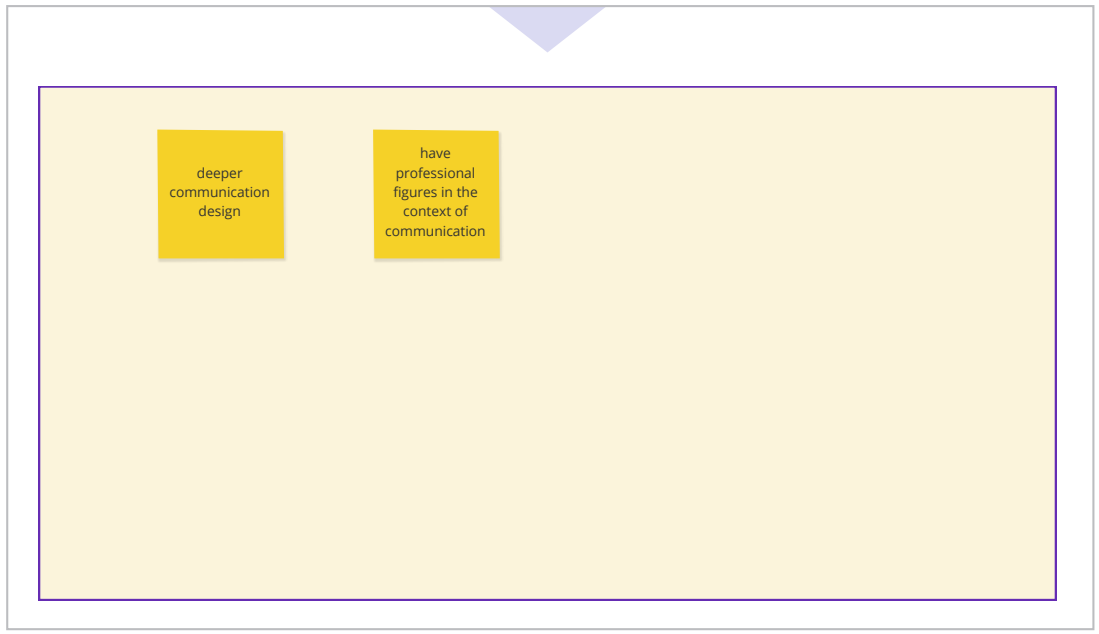
lack of triggering event

concrete answer capability to the inputs

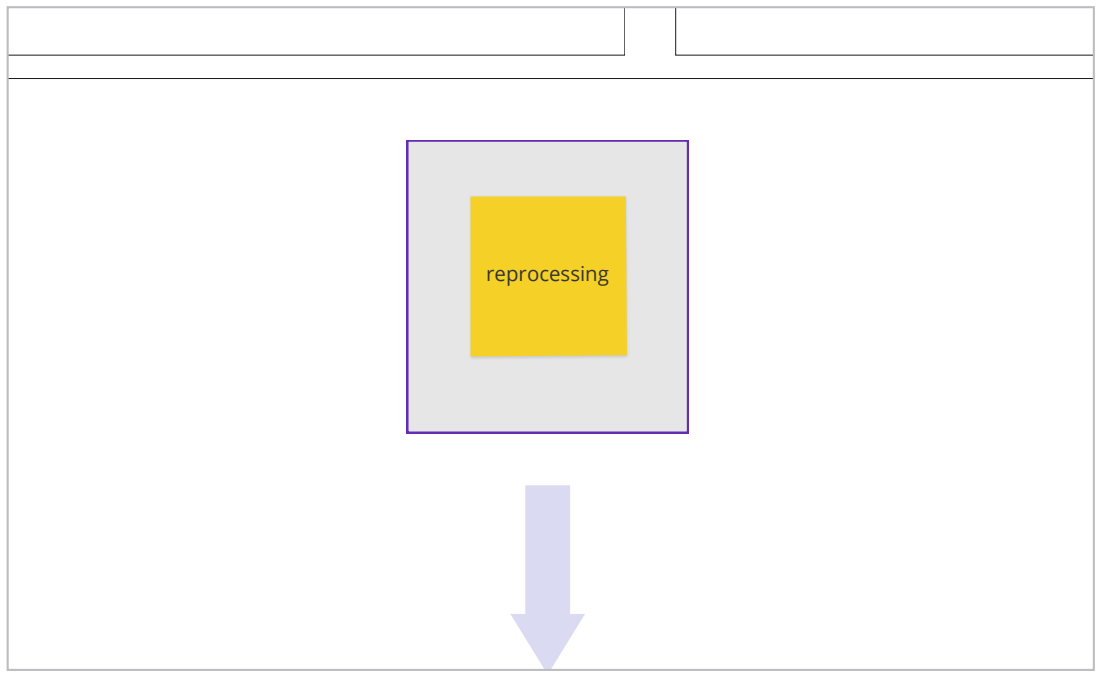
capability to share information

better communication capabilities

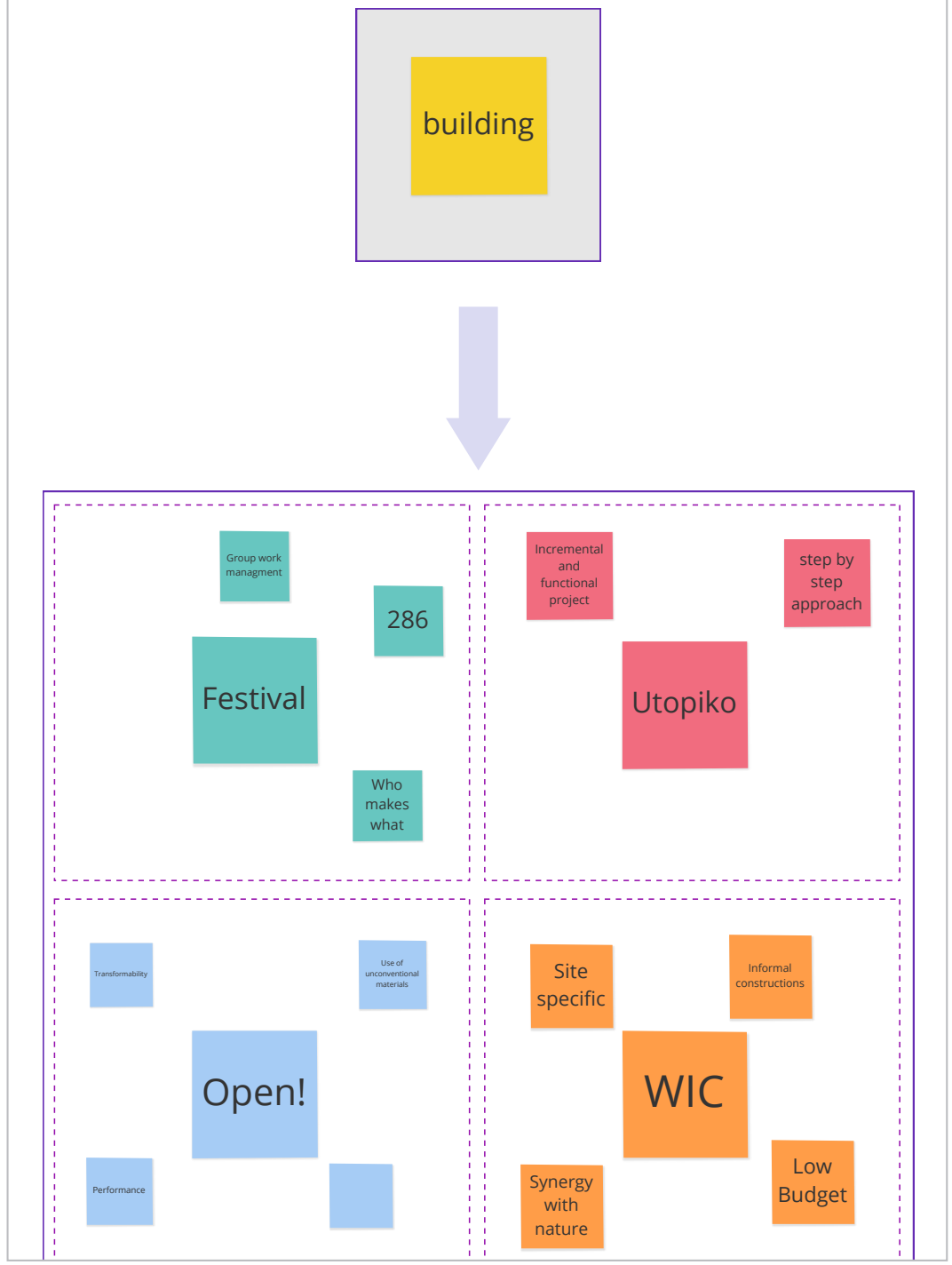
5


deeper communication design
have professional figures in the context of communication

6


reprocessing

7


building
Group work managment
286
Festival
Who makes what
Incremental and functional project
step by step approach
Utopiko
Transformability
Use of unconventional materials
Open!
Performance
Site specific
Informal constructions
WIC
Synergy with nature
Low Budget

7

keep people out of the construction site

continue transformation

use material on place

Explanation of constructive techniques

better communication capabilities

Use of non verbal communication tools

utilizzo di strumenti comunicativi non verbali

stimulate creativity

7

partecipate in similar workshops

rediscovery of known games

experience on field

online research

text/literature study

Intervention 4
Template 3

1

Main takeaways

Through this activity you probably found out some capabilities you can develop to better achieve a future activity in your project.

Use this template to sum up the takeaways from this reflection.

3

Next steps?

Great! Now you have your main learning goals set and some initial ideas on how to achieve them.

Now you could ideate a concrete plan of action (for example through a brainstorming workshop) that you can follow to develop the capabilities that will make you more successful in this project!

2

Use this template to sum up the takeaways from this reflection.

To be more successful at...

(Write here the task you picked a the beginning of the activity)

Engage people

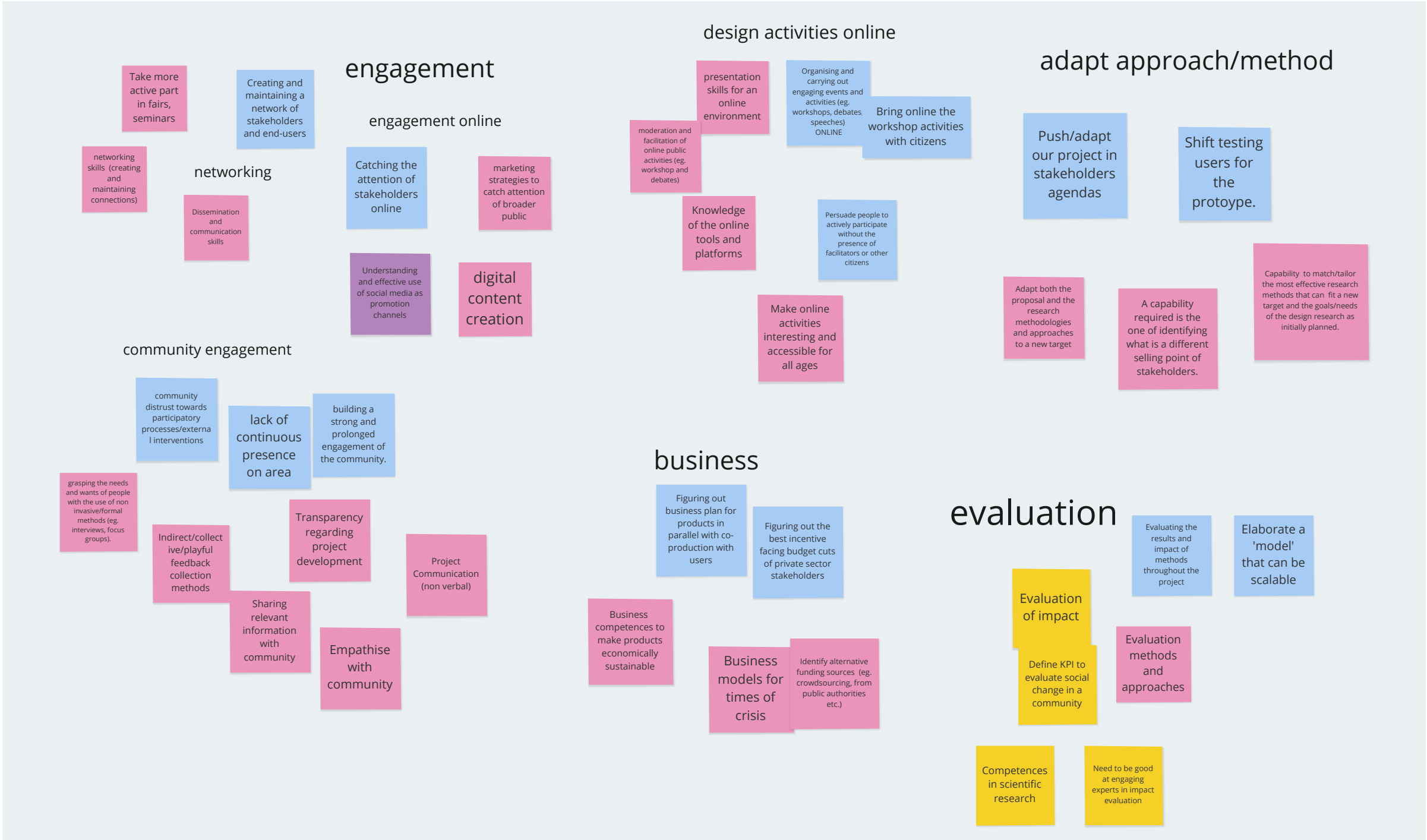
We need to be more capable of...

(Look at your answers in the blue boxes in the template, question 7)

- Establishing relationships with people
- communicating
- mediating
- indulge expectations
- Acquire physical tools

To do so, we can...

(Look at your answers in the yellow boxes at question 8)

- on field experience
- Online research
- text/literature study
- Study competitors
- multi-faceted and diverse team → self-creation
- participate on similar workshops → self-creation

APPENDIX I
Content analysis (Chapter 7 in the Report)