

TOOLKIT INSTRUCTIONS

O Read
Before
Starting

Impact Creative Toolkit is a set of three tools, meant for multidisciplinary teams, that guides through an ideation process from defining a problem statement to developing an idea. It focuses on the impact that a product or service has on the end user.

Impact is divided in three categories: benefits, the convenience provided by the product or service to the end-user; emotions, the positive feelings caused by the product or service to the end-user; and consequences, the negative benefits and emotions produced by the product or service on the end-user.

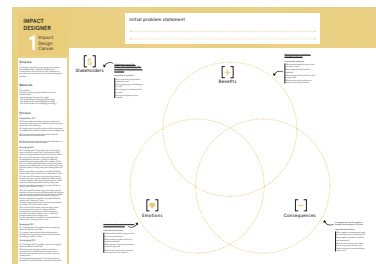
In order to start using the toolkit, an initial problem statement is required.

The toolkit is composed of three tools plus the golden rules, everything is described below.

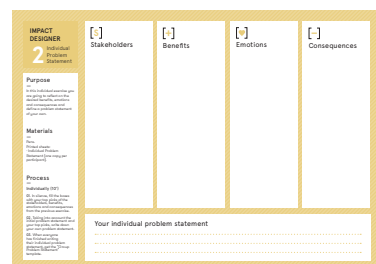
Tool #1 – Impact Designer

Impact Designer is a problem definition tool that besides defining the problem statement, it helps to decide on the impact that it is aimed on the user.

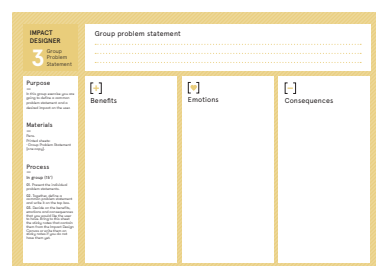
It consists of three templates:



Impact Design Canvas
One copy (A1)



Individual Problem Statement
One copy per participnat (A4)

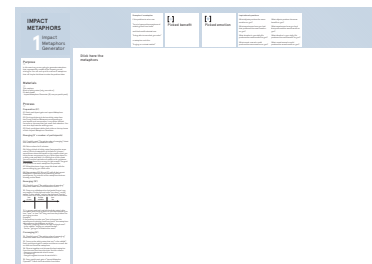


Group Problem Statement
One copy (A3)

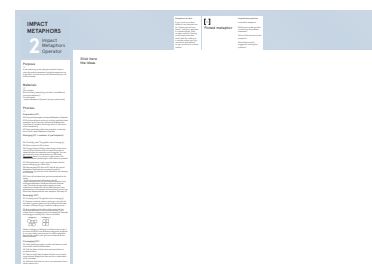
Tool #2 – Impact Analogies

Impact Analogies is an ideation tool. It stimulates the production of ideas by means of analogies of the desired impact on the user.

It consists of two templates:



Impact Analogies Generator
One copy per participant (A1)

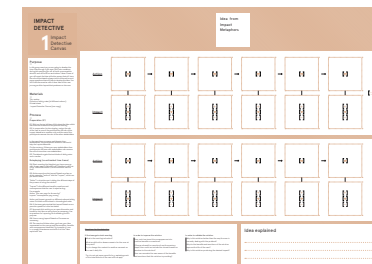


Impact Analogies Operator
One copy per participant (A1)

Tool #3 – Impact Detective

Impact Metaphors is an idea development tool. It combines roleplaying with posing questions that create a conversation around the desired impact on the user.

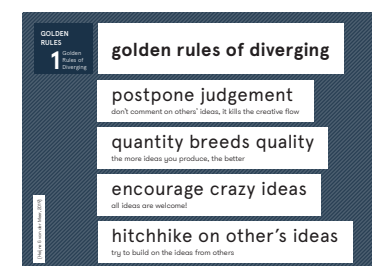
It consists of one template.



Impact Detective Canvas
One copy (A1)

Golden Rules of Creative Facilitation

The Golden Rules help setting the right mindset during the different states of the process. It consists of three sheets:



Golden Rules
Three pages, one copy (A3)

GOLDEN
RULES

1 Golden
Rules of
Diverging

golden rules of diverging

postpone judgement

don't comment on others' ideas, it kills the creative flow

quantity breeds quality

the more ideas you produce, the better

encourage crazy ideas

all ideas are welcome!

hitchhike on other's ideas

try to build on the ideas from others

GOLDEN
RULES

2

golden rules of reverging

use the inquiring mind

if needed, ask for clarification in order to understand the ideas

active participation

everyone has to be involved in the process

listen responsively

listen with the intent of understanding, instead of replying

move circular

start wherever and cover it all

GOLDEN
RULES

3 Golden
Rules of
Converging

golden rules of converging

use affirmative judgement

focus on the positive characteristics of the ideas

protect originality

treat the unfamiliar ideas with care and love

trust the hedonic response

follow your intuition and gut feelings

have action in mind

select the options you would like to work on yourself

IMPACT
DESIGNER

1

Impact Design
Canvas

Purpose

In this group exercise you are going to brainstorm about stakeholders, benefits, emotions and consequences. You will end up with a selection of your favourite ones that will be used for defining the problem.

Materials

- Thin markers.
4 blocks of sticky notes (in different colours).
Printed sheets:
- Impact Design Canvas (one copy).
 - The Golden Rules of Diverging (one copy).
 - The Golden Rules of Reverging (one copy).
 - The Golden Rules of Converging (one copy).

Process

Preparation (5')

01. Discuss with each other what you expect from the project. When you are finished, discuss what you expect from this workshop.
02. Assign each one of the colours of the sticky notes to: stakeholders, benefits, emotions and consequences.
03. Every participant gets sticky notes from the different colours and a marker.

04. Someone writes the initial problem statement on the box at the top of this template.

Diverging (40')

05. Carefully read "The golden rules of diverging" sheet and stick it on the wall. Distribute the sticky notes so every participants has from the four colours.

06. In the next 5 minutes, using the sticky notes for stakeholders, discuss in group the different stakeholders that participate in the problem. Write each on a different (stakeholders colour) sticky note. Everyone can participate in the discussion by writing their own ideas in sticky notes and reading them out loud.

Use the inspirational questions if needed. Stick the notes on the canvas close to the "stakeholders" title.

07. In the next 10 minutes, using the sticky notes for benefits, discuss in group different benefits that we could provide the user by solving the problem. Write each on a different (benefits colour) sticky note. Use the inspirational questions if needed. Stick the notes on the "benefits" circle.

08. In the next 10 minutes, using the sticky notes for emotions, discuss in group different emotions that you want the user to feel when solving the problem. Write each on a different (emotions colour) sticky note. Use the inspirational questions if needed. Stick the notes on the "emotions" circle.

Are there any benefits that could be connected with an emotion? If so stick them closer.

09. In the next 10 minutes, using the sticky notes for consequences, discuss in group different consequences that the user could experience if we solve the problem. Write each on a different (consequences colour) sticky note. Use the inspirational questions if needed. Stick the notes on the "consequences" circle.

Reverging (15')

10. Carefully read "The golden rules of reverging" sheet and stick it on the wall.
11. In group, read out loud all the sticky notes in the boxes. If any participant does not understand something, clarify it to them.

Converging (15')

12. Carefully read "The golden rules of converging" sheet and stick it on the wall.
13. Each participant gets a marker and draws one small dot on their favourite benefit, one on their favourite emotion and one on their favourite consequence.

14. Every participant gets an "Individual problem statement" sheet. Follow the instructions from there.

Initial problem statement

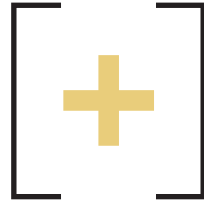


Stakeholders

Stakeholders are all the people and organisations that participate on the problem and its solution

Inspirational questions

- Who is involved in the problem besides the user?
- Who is going to give something to the user?
- Who is going to collaborate with the user?
- Who would be great to have involved?

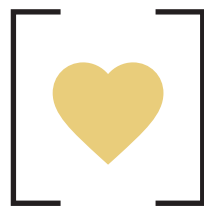


Benefits

Benefits are the convenience provided to the user

Inspirational questions

- What positive benefits do you want the user to have?
- What material needs could be satisfied?
- What element in the user's life could be improved?
- What are the positive effects we want the user to experience?

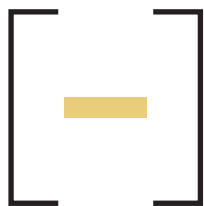


Emotions

Emotions are the negative feelings experienced by the user

Inspirational questions

- What positive emotions do you want the user to experience?
- What emotional needs of the user could be satisfied?
- What aspects of the user's emotions could be improved?
- What kind of emotional connection so we want the user develop?



Consequences

Consequences are the negative benefits and feelings of the user

Inspirational questions

- What negative consequences could the user experience in the daily life?
- What negative emotions could the user experience?
- What are the relevant user needs that we may not be able to meet?
- What can be the unwanted effects on the user?

IMPACT DESIGNER 2

Individual Problem Statement

Purpose

In this individual exercise you are going to reflect on the desired benefits, emotions and consequences and define a problem statement of your own.

Materials

Pens.
Printed sheets:
· Individual Problem Statement (one copy per participant).

Process

Individually (10')

01. In silence, fill the boxes with your top picks of the stakeholders, benefits, emotions and consequences from the previous exercise.

02. Taking into account the initial problem statement and your top picks, write down your own problem statement.

03. When everyone has finished writing their individual problem statement, get the “Group Problem Statement” template.



Stakeholders



Benefits



Emotions



Consequences

Your individual problem statement

.....

.....

.....

IMPACT
DESIGNER 3

Group Problem
Statement

Group problem statement

Purpose

In this group exercise you are going to define a common problem statement and a desired impact on the user.

Materials

Pens.
Printed sheets:
· Group Problem Statement (one copy).

Process

In group (15’)

01. Present the individual problem statements.
02. Together, define a common problem statement and write it on the top box.
03. Decide on the benefits, emotions and consequences that you would like the user to have. Bring to this sheet the sticky notes that contain them from the Impact Design Canvas or write them on sticky notes if you do not have them yet.



Benefits



Emotions



Consequences

IMPACT ANALOGIES

1

Impact Analogies Generator

Purpose

In this exercise you are going to generate analogies that represent the context of the impact you are aiming for. You will end up with a series of analogies that will inspire the ideas to solve the problem later.

Materials

- Thin markers.
- Block of sticky notes (only one colour).
- Printed sheets:
 - Impact Analogies Generator (A1, one per participant).

Process

Preparation (5')

01. Each participant gets one Impact Analogies Generator.
02. Each participant picks two sticky notes from the Group Problem Statement corresponding to one benefit and one emotion. It can either be their favourite or the ones that just recall their attention. You can also duplicate the existing ones.
03. Each participant sticks their picks on the top boxes of their Impact Analogies Generator.

Diverging (5' x number of participants)

04. Carefully read "The golden rules of diverging" sheet and make sure it is somewhere visible.
05. Set an alarm for 5 minutes.
06. Using a block of sticky notes (everyone the same colour), think of analogies of situations / places / experiences where the benefit or the emotion that you have chosen are present for you. Write them down on a sticky note and stick it in the big box of this sheet. You can use the inspirational questions for guidance.
Remember: there is no wrong or right answer. The goal is to produce as much analogies as possible.
07. When the alarm rings, swap this sheet with the person sitting by you clock-wise.
08. Repeat steps 05, 06 and 07 until all the Impact Analogies Generator have passed by all the participants. Try to build on the analogies that are already on the sheet.

Reverging (15')

09. Carefully read "The golden rules of reverging" sheet and make sure it is somewhere visible.
10. Draw on a whiteboard an horizontal line as long as possible. On the left end write "too close", on the center "in the middle" and on the right end "too far". Divide the line in three sections like in the visual below.
11. In group, read out loud all the sticky notes in the canvases. Start sticking them on the line depending on how "near" or how "far" they are from the problem we are trying to solve.
Example:
If the problem to solve was "how to improve the experience of ordering food from home" the analogies depending on the distance would be:
 - Too near: "ordering food via an app on the phones".
 - In the middle: "buying on a street market".
 - Too far: "going on a rocket to the moon".

Converging (5')

12. Carefully read "The golden rules of converging" sheet and make sure it is somewhere visible.
13. Focus on the sticky notes that are "in the middle". Each participant gets a marker and draws a small dot on their two favourite analogies.
14. Discuss together and choose the best analogy from the ones that have the dots. Use this criteria:
 - Everyone understands what it means.
 - It is inspiring.
 - Everyone agrees to move forward with it .
15. Every participant gets a "Impact Analogy Operator". Follow the instructions from there.



Picked benefit



Picked emotion

Stick here the analogies

Example of a analogy

If the problem to solve was

"how to improve the experience of ordering food from home"

and the benefit selected was

"being able to see what you order"

a analogy could be

"buying on a street market"

Inspirational questions

What objects produce the same benefit or emotion on you?

What experiences have you had that produced the same benefit or emotion on you?

What situation in your daily life produces the same benefits or emotion on you?

What unreal scenario could produce the same benefit or emotion on you?

IMPACT ANALOGIES

2

Impact Analogies Operator

Purpose

In this exercise you are going to produce ideas to solve the problem statement using the analogies as inspiration. You will end up with the idea that you will further develop.

Materials

Thin markers.
Block of sticky notes (only one colour, and different from the analogies).
Printed sheets:
· Impact Analogies Operator (one per participant).

Process

Preparation (5’)

01. Each participant gets one Impact Analogies Operator.
02. Each participant writes on a sticky note the picked analogy at the last step of the Impact Analogies Generator (if possible, the sticky note is in the colour of the analogies).
03. Each participant sticks the analogy on the top box of their Impact Analogy Operator.

Diverging (10’ x number of participants)

04. Carefully read "The golden rules of diverging".
05. Set an alarm for 10 minutes.
06. Using a block of sticky notes (everyone the same colour), think of ideas of how to solve the problem statement that the analogy could suggest. You can get inspiration from the questions on the sheet.
Remember: there is no wrong or right answer. This exercise is about producing as much ideas as possible.
07. When the alarm rings, swap this sheet with the person sitting by you clock-wise.
08. Repeat steps 05, 06 and 07 until all the Impact Analogies Generator have passed by all the participants. Try to build on the ideas that are already on the sheet.
09. Count all the ideas that you have produced so far today:
· If you have more than 40 move to step 10.
· If you have less than 40, get another analogy from the Impact Analogy Generator that also received votes. The whole group needs to agree on what analogy to choose. Put all the ideas that you have generated out of the sheets and save them, you will use them later. Repeat with the new analogy from step 01.

Reverging (30’)

10. Carefully read "The golden rules of reverging".
11. Prepare a vertical surface where you can stick all the ideas. A good system can be putting white sheets of paper with tape so you create an empty canvas.
12. Start reading out loud the sticky notes with the ideas and stick them on the vertical surface. Try to cluster them in categories that are related (for example: technology or nature), like in the visual below.



When a category is defined, write the name on top. If an idea could be in two different categories, duplicate it on a new sticky note and put it in both categories. Repeat this process until you have clustered all the ideas produced.

Converging (15’)

13. Each participant gets a marker and draws a small dot on their three favourite ideas.
14. Pick the ideas with the dots and move them to another surface.
15. Discuss which idea is better. Decide on an idea to move forward. Maybe the idea can be a combination of the top ideas.
16. Write the final idea on one or two sentences. Use a sticky note for this.

[a]

Picked analogy

Stick here the ideas

Example of an idea

If you want to produce ideas for new experiences for "ordering food from home", and your analogy is a street market. Then an idea could be "having an AR experience that would feel like walking in a corridor where you can see all the food options" as you would do in a street market.

Inspirational questions

- Look at the analogy...
- What does it make you feel in relation to the problem statement?
- Think of the scenario of the analogy...
- What ideas could it suggest for solving the problem?

IMPACT
DETECTIVE

1

Impact Detective
Canvas

Idea from
Impact
Analogies

Questions for the detective

If the team gets stuck enacting

- What is the next logical action?
- What would be the dream scenario for the user at this point?
- Try to change the context to another moment on the user's daily life

Tip: do not get super specific (e.g. explaining each of the interactions of the user with an app)

In order to improve the solution

- How could we invert the consequences into positive benefits or emotions?
- (Choose a benefit or emotion from the previous steps) How could we include the chosen benefit or emotion to the solution?
- How can we make the user aware of the benefits and emotions that this solution is providing?

In order to validate the solution

- Why is this solution better than the way the user is currently dealing with the problem?
- Why do the benefits and emotions of the solution improve the life of the user?
- Why is this solution producing the desired impact?

Purpose

In this group exercise you are going to develop the idea. Even though if you start with just a sentence, during this exercise you will all have a conversation about it and will build on each others' ideas. Some of you will enact the idea while the person that will have the role of the detective keeps track of the action and poses questions that will help to develop the idea. You will finish the exercise with a clear idea of the user journey and the impact that produces on the user.

Materials

- Thin marker.
- 2 blocks of sticky notes (of different colours).
- Printed sheet:
- Impact Detective Canvas (one copy).

Process

Preparation (5')

01. Stick on the top box of this sheet the idea which has been the outcome of the previous activity.
02. In preparation for the roleplay, assign the role of the user to one of the participants, the role of the impact detective to another one, and the rest of the participants assume the role of the other stakeholders.

In the case there are more participants than stakeholders, the participants without a role would help the impact detective.

On the contrary, if there are more stakeholders than participants, the ones with stakeholders role assume the role of more than one stakeholders.

03. The detective gets the two blocks of sticky notes and a marker.

Roleplaying (no estimated time frame)

04. Start enacting the idea that you have come up with. It may seem a little difficult if the idea is still just a line. Talk a little about it, what would the user do first?
05. At the same time the Impact Detective writes on sticky notes the "actions" and the "impact", which are put on this sheet.

"Action" is what the user is doing, the different steps of the process of using the solution.

"Impact" is the different benefits, emotions and consequences that the user is experiencing.

For example:
Action: "the user pays for the service"
Impact: "consequence: pay money"

Action and impact go each on different coloured sticky notes. Put them on this sheet in chronological order.

Note: not all the actions will have a corresponding impact.

06. If the team gets stucked the Impact Detective can pose the questions in the box below.
07. Approach this activity as an open discussion and iterate on the idea as many times as necessary. Use te questions for improving and validating for this purpose.
08. Use as many Impact Detective Canvases as necessary.
09. The exercise finishes when you have your idea represented on the canvases and the emotions, benefits and consequences identified. Try to explain it now in a couple of sentences and write it on the "Idea explained" box.

Action

Impact

Idea explained