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 participant (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.

---

**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 of diverging

1. Postpone judgement
   don’t comment on others’ ideas, it kills the creative flow

2. Quantity breeds quality
   the more ideas you produce, the better

3. Encourage crazy ideas
   all ideas are welcome!

4. Hitchhike on other’s ideas
   try to build on the ideas from others

[Heijne & van der Meer, 2019]
Golden Rules of Reverging

1. Use the Inquiring Mind
   - If needed, ask for clarification in order to understand the ideas

2. Active Participation
   - Everyone has to be involved in the process

3. Listen Responsively
   - Listen with the intent of understanding, instead of replying

4. Move Circular
   - Start wherever and cover it all

[Heijne & van der Meer, 2019]
**Golden Rules of Converging**

1. **Use affirmative judgement**
   - Focus on the positive characteristics of the ideas

2. **Protect originality**
   - Treat the unfamiliar ideas with care and love

3. **Trust the hedonic response**
   - Follow your intuition and gut feelings

4. **Have action in mind**
   - Select the options you would like to work on yourself

[Heijne & van der Meer, 2019]
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
This includes:
- 4 kinds of sticky notes (in different colours).
- Printed sheets:
  - Impact Design Canvas (one copy).
  - The Golden Rules of Diverging (one copy).
  - The Golden Rules of Reversing (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 among all the participants from the four colours.
06. In the next 5 minutes, using the sticky notes for stakeholders, discuss in group who the different stakeholders involved are. Write each idea on a different (stakeholders colour) sticky note. Everyone can participate in the discussion by writing their own ideas on sticky notes and reading them out loud.
Use the inspirational questions if needed. Stick the notes on the “stakeholders” circle.
07. In the next 10 minutes, using the sticky notes for benefits, discuss in group what benefits we could provide the user by solving the problem. Write each idea 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 what emotions we could create in the user by solving the problem. Write each idea 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 close.
09. In the next 10 minutes, using the sticky notes for consequences, discuss in group what negative consequences the user could experience if we solve the problem. Write each idea on a different (consequences colour) sticky note. Use the inspirational questions if needed. Stick the notes on the “consequences” circle.

Reversing (15')
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')
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.
### 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’)

1. In silence, fill the boxes with your top picks of the stakeholders, benefits, emotions and consequences from the previous exercise.
2. Taking into account the initial problem statement and your top picks, write down your own problem statement.
3. When everyone has finished writing their individual problem statement, get the “Group Problem Statement” template.

### Stakeholders

[ ]

### Benefits

[ ]

### Emotions

[ ]

### Consequences

[ ]

---

Your individual 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.
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
- This ready:
  - 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 your 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. The criteria:
   - Everyone understands what it means.
   - It is inspiring.
   - Everyone agrees to move forward with it.
15. Every participant gets an “Impact Analogy Operator”. Follow the instructions from there.
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 Operators have passed by all the participants.

09. Count all the ideas that you have produced so far:
   - 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 Impact Analogy Operators, cluster them, and save them. 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 into categories that are related (for example, technology or nature). Like in the image below:
    - category x
    - category y

Converging (10’)
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 ideas on one or two sentences, like a sticky note for this.
**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 an opportunity about it and will build on each other's ideas. Some of you will enact the user while the person that will have the role of the impact detective will pose 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. The roleplay begins with the user starting the process. Ask the user to explain what they are doing and what they expect as a result of the process.
05. At the same time the Impact Detective writes on sticky notes the “actions” and the “impact”, which are put on this sheet.

**Action**

- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]

**Impact**

- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]

**Idea explained**

---

**Questions for the detective**

If the team gets stuck enacting:

- What is the next logical action?
- Try to change the context to another moment or the user’s daily life.

Tips: 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?

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?