NETHOPE @ THE DOCK
01

DOCK WELCOME
About The Dock

The Dock is Accenture’s Global Centre for Innovation with access to tech, design and business expertise under one roof.

Located in Dublin’s Silicon Dock, our world-leading connected building is surrounded by a tech rich ecosystem that includes Google, Facebook, Stripe and Slack. The Dock is a vibrant space where 300+ tech, design and business experts come together to make Accenture’s innovation agenda real every day.

For our clients, seeing how Accenture executes its own innovation agenda is both inspirational and insightful. We are a living example of innovation culture in the workforce and a point of aspiration for many clients looking to accelerate their own innovation agendas and transformation programmes.

We have a portfolio of up to 30 assets in development at any one time and facilitate multiple innovation sessions with clients every week. All of this is delivered using our new consulting methodology FORM.
Dock Welcome

The team were welcomed to Dublin’s Silicon Docks by JL, Jess, Michael, and Daniel, surrounded by an ecosystem of established tech companies and start-ups including Airbnb, Facebook, Google, Twitter, Stripe, Intercom, and many more.

Jess spoke about how The Dock mixes designers and technologists with delivery experts to create a true innovation centre. She outlined how this environment helps foster the “Collision Culture” which breeds new ideas. She then reminded everyone that they are already designers in their day to day lives, and that this session will just give them tools to design with more impact and efficiency.

JL outlined the importance of a human centred and design thinking approach for NGOs, as they operate in a world of new technologies and increasingly complex problems. He explained how design thinking had proven successful for Nethope members in this new reality and that new ways of working and mindsets were crucial to meet these challenges and expectations.
DESIGN THINKING INTRODUCTION
Design Thinking is an approach used for practical and creative problem-solving.

It is a way of working that allows us to integrate people’s needs with business opportunities and technical possibilities.
Learn about people and the context of the problem.

Synthesize learnings and create point of view.

Expanding the solution space, to look beyond the usual methods of solving problems

A rapidly built model of a new idea that approximates its appearance and behaviour.

Flip assumptions into questions to test and iterate with your users.
## From a legacy approach to a Design Thinking approach

<table>
<thead>
<tr>
<th>Legacy</th>
<th>Design Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Technology centric</td>
<td>People and Experience centric</td>
</tr>
<tr>
<td>Waterfall</td>
<td>Iterative and agile</td>
</tr>
<tr>
<td>Individual workers</td>
<td>Collaborative, cross-functional teams</td>
</tr>
<tr>
<td>Requirements drive prototype</td>
<td>Prototypes drive requirements</td>
</tr>
<tr>
<td>Feels like work</td>
<td>Feels like (serious) play</td>
</tr>
</tbody>
</table>

---

Copyright © 2018 Accenture  All rights reserved.
DOCK TOUR
ID 2020
ID2020 is a project designed to create a digital identity that breaks free from the boundaries of organizations and institutions to give people control over their own identity.

Accenture, along with Microsoft and Avanade, created a biometric & blockchain-based identity management prototype that was presented at ID2020 Summit at the UN in June 2017. This was in response to a call to action to address the challenges faced by more than a billion individuals in the world today who cannot prove who they are with certainty.

Richard and Rachel took the teams through the human centred approach it took to deliver this project in such a short time period. From getting out into the field just days after the brief arrived to trying to determine and define what identity really means, to prototyping and testing with users before presenting their concept to the UN.
As a group we discussed what elements of ID2020 caught our attention with regards to the design thinking process:

- “That its human centred and starts with empathy and understanding people through direct observation and research.”
- “Getting out on location as quickly as possible to understand the users context.”
- “Reframing the problem and looking at it from different perspectives to considers many solutions.”
- “Collaborating with others to share knowledge and capabilities to do far more than we ever could alone.
- “Driven by prototyping to gain user feedback quickly.”
- “Keeping the human and the centre of the process and not losing sight of them in favour of the tech.”
- “Iterating and testing quickly allows for learning from early failures.”
DESIGN THINKING IN ACTION
Your challenge...

...is to apply Design Thinking to Redesign the beneficiary feedback experience to improve our programs.
EMPATHISE

Learn about people and the context of the problem.
The Empathy Stage

• Getting to know the user and understanding their needs, wants and objectives.

• Interviewing, observing, and engaging with people in order to understand their daily lived experience

• Set aside assumptions and bias to gather real insights about your user.

• Help us understand people have their own humanities, behaviours, rhythms, habits, routines, that are quite different to ours.
Interviewing

Some basic tips for successful interviewing:

• Think of it like a relaxed conversation.

• 80% Listen 20% Talking

• Ask open ended questions that it can take you to new discoveries. Avoid questions that can be answered with “yes” or “no”

• Ask “why?” as a response to answers, it will help them elaborate on their reasoning and dig deeper into their mindset.

• Look out for what people think, say, feel and their body language.
Participant observation

Getting a first hand experience with the service as another person would use it, to discover things you may not have predicted.

- Designed for burning dead leaves and brush to create biochar.
- Used for cooking and heating. Next iteration to allow for this observation.
Territory mapping

A territory map is generated at the beginning of the design process to set the stage for team alignment, dialog and design focus. It helps teams decide individually and as a group what it is they think they’re creating together—a shared goal.

It is representation of the themes that will influence our design area
- Themes (social, economic or technical)
- Trends
- People affected (the audiences who’s perspectives need to be included)
- what else you think is important…
DEFINE

Synthesize learnings and create point of view.
As the team did not have the opportunity to speak directly to beneficiaries, The Dock team provided them with a selection of pre-prepared examples to work from.

Personas are an amalgamation of the user research gathered in the empathy stage, the purpose of which is to:

- Create realistic representations of users.
- Detail and capture the major needs and expectations of the most important users.
- Portrays the user’s expectations and how they might interact with your business or service.
- Feel like real people with backgrounds, goals, and values.
"I don't want to criticize."

**Bio**

Name: Hilda
Gender: Female
Lives: Uganda
Age: 21
Occupation: Farmer
Tech Owned: Has non-smart phone
Tech Familiarity: Takes calls avoids texts

**A Day In The Life**

Hilda lives in a rural village in Uganda on a 2 hectare plot of land with her 2 children (ages 3 and 5). She and her husband grows maize, and potatoes, they eat what they grow and at times she trades the produce with neighbours. Aside from farming and trading she is usually confined to the farm.

Hilda has a mobile phone and uses it to answer calls from her husband and family members, she avoids SMS due to low literacy in the area. Her children attend the local school supported by an NGO.

She does not have permission to attend school or village meetings without her husband and does not feel confident to speak up in groups. She fears if she gives negative feedback to the school the support will disappear.

"I worry about providing feedback on issues because we don’t know who is responsible for opening the suggestion box, and that might put the person writing the feedback in trouble or affect the level of support we get."

**Personality**

Traits
Charming, quiet, worrier, self-conscious

Goals
Provide for family, take care of their children, have their children educated

Motivations
Family wellbeing and education, survival of farm, making a living

"I have no privacy."

**Bio**

Name: Grace
Gender: Female
Lives: Tanzania
Age: 30
Occupation: Shop owner
Tech Owned: Husband has smartphone
Tech Familiarity: Has limited access

**A Day In The Life**

Grace lives in a village in rural Tanzania. She frequently takes her newborn to the local health center run by a NGO for check-ups. She is quite restricted in her daily life by her husband, for example at rural level in Tanzania, only men tend to have their own phone. In her area the literacy level is also low so she prefers to interact face to face. In the past if she was ever asked to provide feedback she had relied on healthcare volunteers to write it on her behalf, but felt uneasy about her privacy and what she could say. Nothing ended up coming of her feedback so she is unsure of the value of giving it again. She feels she cannot get her voice heard.

"If you try to borrow a mobile phone from either a friend or your husband they will ask you who are you talking to? They tell you to speak while they listen to everything that you are saying – it undermines confidentiality."

**Personality**

Traits
Chatty, skeptical, proud, friendly

Goals
Provide for family, own a smartphone, expand business

Motivations
Wealth and wellbeing, family, success,
"I feel unsafe in the camp."

**Bio**

Name: Noha  
Gender: Female  
Lives: Lebanon  
Age: 40  
Occupation: Shop Owner  
Tech Owned: Smartphone  
Tech Familiarity: Has limited access due to phone battery and credit.

**A Day In The Life**

Noha is a Syrian refugee from a village outside Homs. She and her family have been living in the Shatila refugee camp for three years. Access to healthcare, safety, and basic needs on top of the dire economic situation are her and her family’s biggest challenges.

Noha opened a small shop for flooring in the camp to make money. In the field, Noha is concerned when her children go outside due to harassment and the electric wires.

"What can my feedback do in such an awful situation, it would just be a waste of breath."

**Personality**

**Traits**  
Independent, caring, progressive, cynical  

**Goals**  
Provide for family, start a new life, take care of her husband  

**Motivations**  
Wellbeing, family, survival

---

"I just want to provide the best for my family."

**Bio**

Name: Ngozi  
Gender: Male  
Lives: Haiti  
Age: 38  
Occupation: Truck driver  
Tech Owned: Two phones, one smart, one non-smart  
Tech Familiarity: Uses phones daily for his job and Facebook to talk to family

**A Day In The Life**

Ngozi lives outside a major urban centre with his wife and three children. In the morning he drives his truck to rural areas to meet with farmers, barter and purchases crops or other agricultural goods. Many farmers depend on his linkage. He has two mobile phones to keep in constant contact and is a good salesman. In the afternoon he sells in bulk to urban wholesale markets. Ngozi cash flow is irregular he has support from an NGO. He has recently gotten a new stove from an NGO which he had hoped would cut his energy bill and access to a new communal washroom nearby his home. However he found out through the neighborhood Facebook group that it is unreliable.

"I don’t use the new stove as the gas is much quicker and the new toilet has stopped working. I am not used to giving the NGO’s feedback and don’t want it to have a negative impact on my financial future."

**Personality**

**Traits**  
Busy, adaptable, charismatic, optimistic  

**Goals**  
Provide for family, expand business network, upgrade the family’s water supply, send kids to higher education  

**Motivations**  
Wealth and wellbeing, family, success, notoriety.
The teams then created an empathy map to help them develop a deeper understanding of their beneficiaries. An Empathy Map is one of many tools to help us synthesize our most compelling user observations and draw out unexpected insights.

Empathy maps helps us:

- Capture the users key quotes and phrases that might contain a deeper meaning.
- Capture things you saw the user(s) doing.
- Capture thoughts & beliefs that may not have been explicitly stated but can be inferred from what the user said.
- Capture feelings and emotions that the user showed or talked about having.
In order to get the most from their looming ideation session, the team took the main pain points from their empathy maps, and their challenge statement, and flipped them into a “How Might We” opportunity.

“How Might We” questions are short questions that launch brainstorming. The key for a good HMW is that it is broad enough to generate a wide range of solutions, but narrow enough to provoke specific, unique ideas.

HMW are:

• People focused
• Optimistic
• Not including a premade answer already
• Collaborative
Some of the How Might We statements from the team

**HMW...**
...create a trusted environment to enable people to improve local services and effect long term positive change?

**HMW...**
...engage our beneficiaries to give honest feedback that will improve their family's lives?

**HMW...**
...rebuild trust and provide privacy for our beneficiaries to give feedback?

**HMW...**
...enable and empower women to trust us to give honest and timely feedback to better address their needs?

**HMW...**
...provide incentive or motivation to give feedback?

**HMW...**
...empower and build trust with our beneficiaries?

**HMW...**
...ensure beneficiaries gain from providing feedback?

**HMW...**
...make Noha feel safe and secured during the feedback process?
IDEATE

Expanding the solution space, to look beyond the usual methods of solving problems
The third phase in the Design Thinking process is where the creativity happens. With a solid understanding of the users and a clear problem statement in mind, the teams got to work on generating potential solutions.

The team started by reviewing all their work in the room and then jotted down any initial ideas they had, silently and on their own to avoid group think.

They then took their favourite idea and tried to come up with eight different variations or different ways of doing it: “how would a 5 year old do this?” “what would apple do?” etc. They then got into pairs, shared their ideas, combined them or picked the best one, and created a concept card detailing the core details.

Each pair played back their concept card to the rest of the group before they all voted on which idea to proceed with, or to combine the various ideas if possible.

Process:
- Take a moment and read the room/greatest hits
- Ideate on your own
- Crazy 8 – 8 variations of your No.1 idea
- Pair up and share/combine/choose the best 1 idea concept card.
- Each group dot votes on the ideas
PROTOTYPE & TEST

A rapidly built model of a new idea that communicates its appearance and behaviour to allow for assumption testing.
Prototype & Test

The fourth and fifth steps in the Design Thinking process is all about turning ideas into tangible products so you can test them with your users. It is essentially a scaled-down version of the product which captures the solutions identified in the previous stages. This step is key for putting the solution to the test and highlighting any shortcomings or flaws. Depending how it is received by the users, the prototype solution may be rejected outright, improved slightly, redesigned completely, or accepted. Either way it will most likely go through many iterations and tests until the concept is fully refined.

Prototypes can be:
• a storyboard
• a video
• a space
• an object
• an interface
• a role-play

They can be used for different purposes:
• to gather feedback
• to support a pitch
As a new and fun way to encourage valuable feedback, in the usually stressful setting of a refugee camp, this concept will center around a safe cinema tent where thoughts can be captured digitally via voting tablets and recreational videos. Votes to new proposals can be displayed on screen followed by facilitated discussions and prioritization, building a feeling of trust and being heard. This relaxing, inviting environment, where kids will be looked after and given a toy as a token of appreciation, will attract beneficiaries to spend time there and give their feedback.
This concept aims to provide a safe, private, and welcoming environment for women to provide honest feedback. It aims to meet the beneficiary where they are at. This uses a combination of low and high tech approach. The beneficiary can give the nurse feedback in a private confessional like booth which is collated into a feedback report which will be displayed on a whiteboard in the clinic. The higher tech approach will come in over time, where voice and touch screen activated whiteboards will allow beneficiaries to interact with information and give them more experience with new tech. To encourage further and continued feedback, and offer more independence, the beneficiaries will be able to take the tablets and tech out on lone for their own personal use.
The Lakeside Chats is about building trust in an environment where women can be reached and interacted with naturally. These include areas such as lakeside or around water pumps. Beneficiaries are encouraged to attend these events via free food offers and the chance to have impactful conversations. They can also bring ideas or challenges to the NGO as well as their feedback in “small talk groups”. Awareness for these events are raised via local radio and posters.
This concept is a storytelling approach to feedback using a token based system. A trusted individual of the community has one to one in depth conversations with members of that community, providing them with vote tokens in return. The trusted community member relays the stories and insights to the NGO, allowing them to create options for the beneficiaries to vote on via their tokens. The context of what can be voted on is shared with the wider community via local radio and the feedback based option with the most votes will be implemented.
In an effort to avoid male censorship in the feedback process and encourage honest interactions, this concept looks to engage with women in the places where they naturally go, such as latrines and water pumps. They will be able to charge their phones and give feedback through simple tools in these spaces, on an ongoing basis. As well as this there is a social event once a month called F9, which stands for Film Fuel Fun Food Family Friendship Fest For Feedback. This is a way for the women to come together and build a shared community with trust in a safe space to talk. This uses low tech but powerful methods to collect feedback on paper (OCR) along side the Rafiki tech platform. Charts will update them as to how their feedback has been implemented.
NEXT STEPS
How to make the change.

- Focus on the problem to solve: Ask “Why?” five times.
- Bring design skills onto the team.
- Practice the mindset, bring it in wherever you can, big or small.
- Foster interests in Design Thinking on you own team.
- Have debriefs, discuss what went wrong and learn.
- Its like a muscle, keep using it whenever possible!
Create an action plan...

- How will you bring design thinking back and make it a habit?
- Think of an activity you do regularly (daily or weekly) that might benefit from a more human-centered approach.
- Identify one or two methods you might introduce into that activity.
- Identify the team members you can bring in on this.
- Make a plan you can commit to!
Thank you for bringing your energy to The Dock
APPENDIX
Green Team Territory Map

- Quality
- Context
- Value
- Purpose
- Subject
- Power
- Reference
- Feedback to Participants
- Central Data Collection
- Tools
- Easy to Use
- Pictures
- Voice
- Accessible Tools
- Delin Tool (methods)
- Use Pictures
- To Market
- Markets
- Villages
- Local
- Children
- Local
- Volunteers
- Policy
- Anti-
- Voice
- Referral
- Under
- Service
- Beneficiaries
- Voice
- Influhencing People Around You
- Benefits
- Market Knowledge & Connection
- Language
- Local Language
- Governance Policies Changes
- Learning
- Child Protection
Orange Team
Territory Map

- Customer/Beneficiary
- History
- Power Dynamics
- Access
- Geographical Location
- A "new" bad in their life
- Hardship
- Dreams for their children
- Level of hope
- Addressed context
- Support, trust, etc.
- May affect mood
- Relationships
- Universal, across age and geographic locations
- Nothing felt to be necessary
- Repet feedback
- Volume of feedback
- Skills needed
- Incentives to feedback
- High volume of feedback
- Confidence bias
- Anxiety of feedback
- Trust
- Language, regulations
- Sustainability
- Understand bias (far and wide)
- Literacy
- What do people currently do?
- Platforms (radio stories, videos, etc.)
- Job
- Culture/Name
- Cultural difference
- What does literacy look like?
- Economic level
- Health styles
- Community.buildblock
Red Team Empathy Map

**tasks**

What tasks are users trying to complete?
What questions do they need answered?

**feelings**

- Hopeful
- Privacy - e.g. feeling seen or heard
- Anxiety
- Fear
- Disempowering + Frustration
- Dissilusioned + Frustrated
- Trust
- No Privacy

**pains**

- No Independence
- Mechanism for feedback - inaccessible to tech
- Insecure + home to face

**influences**

- Human
- Health
- Worker
- Friends
- Community
- Economic
- Independence
- Freedom

**Gains**

What is the users ultimate goal?
What are they trying to achieve?
Empathy Map

**Tasks**
- What tasks are users trying to complete?
- What questions do they need answered?

**Feelings**
- How is the user feeling about their experience?
- What really matters to them?

**Pains**
- What pain points might the user be experiencing that they hope to overcome?

**Influences**
- What people, things or places may influence how the user acts?

**Gains**
- What is the user's ultimate goal?
- What are they trying to achieve?
Red Team
Empathy Map

**Tasks**
- What tasks are users trying to complete?
- What questions do they need answered?

**Goals**
- Lack of Focus
- Lack of Help
- Lack of Food
- Lack of Safety
- Lack of Socialization
- Lack of Physicians
- Lack of Childcare
- Lack of Toys
- Lack of Jobs
- Lack of Community

**Influences**
- Parents
- Close Family
- Teachers
- Friends
- Neighbors
- Customers
- Religious Leaders

**Feelings**
- Tired
- Busy
- Fear
- Powerlessness
- Helpless
- Full Future
- Fear of Poverty
- Lack of Power
- Lack of Help
- Lack of Happiness
- Lack of Feedback
- Low Expectation of Others

**Pains**
- Lack of Food
- Lack of Safety
- Lack of Socialization
- Lack of Physicians
- Lack of Childcare
- Lack of Toys
- Lack of Jobs
- Lack of Community

**Gains**
- Learning
- Socializing
- Helping
- Learning
- Surviving
- Healthy
- Will Power
- Full

**Questions**
- How is the user feeling about their experience?
- What really matters to them?