



# Empathy Map 同理心地圖



Empathise  
易地而處

Dreams, worries, aspiration  
夢想、顧慮、期盼

THINK & FEEL  
思想及感受

USER INFO  
用家資訊

HEAR  
聽到

SEE  
看到

Environment, media  
環境、媒體

What other says  
他人的話語

SAY & DO  
話語及行動

Attitude, appearance, behaviour  
態度、外表、行為

PAINS  
痛點

GAINS  
獲益

Fear, challenges  
擔憂畏懼、挑戰

Benefits, opportunities  
益處、機遇



# Interview Outline 訪問框架



Empathise  
易地而處

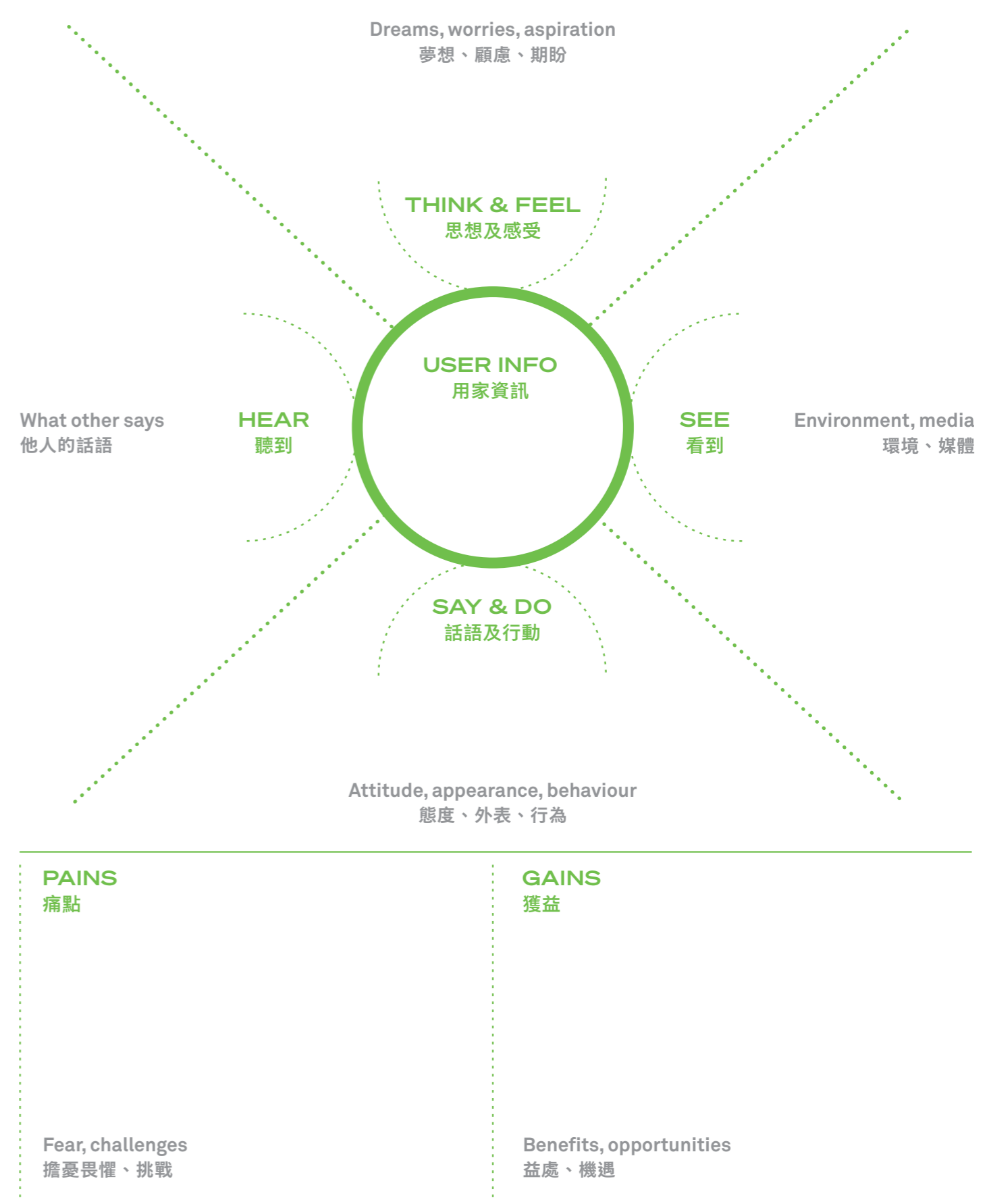
Topic 訪問的主題	Goals 目標	Target Interviewees 目標受訪者	Interview team 訪問團隊
Interview Questions 訪問問題			



# Empathy Map 同理心地圖



Empathise  
易地而處





# Stakeholders Map 持份者地圖



Define  
問題定義

1 →

Who are the stakeholders?  
項目中牽涉那些持份者?

2 →

Group and label the stakeholders!  
把持份者分類及標記!

Secondary Stakeholders  
次要持份者

Primary Stakeholders  
主要持份者

POS Users  
公共空間使用者

3 →

Draw out the relationships!  
用畫箭嘴的形式將不同組別的持份者連結起來!

→ Relationship of peaceful coexistence 和平共處

-----→ Potential relationship/collaboration 潛在關係/協作

====> Institutional relationship 工作/合作關係

^> Relationship with potential conflict 可能會有衝突

∞ Dependent relationship 連帶關係





# Priority Matrix 優先矩陣



Define  
問題定義





# 問題陳述 Problem Statement



Define  
問題定義

User  
用家

need(s) a way / want(s) to  
需要 / 想

What / Action  
採取甚麼行動

Because  
因為

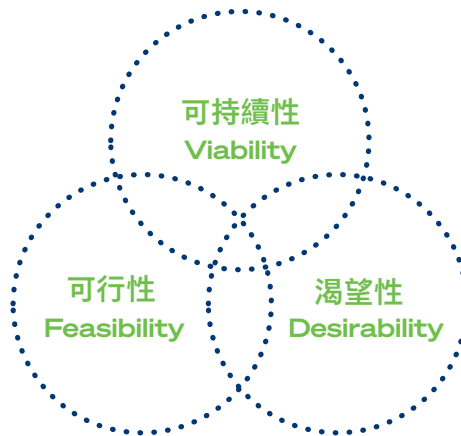
Problem  
問題



# 我們如何 How Might We



Define  
問題定義



## How might we 我們如何

What / Action  
甚麼行動

for  
為了

User  
用家

so that  
以達致

What / Change  
甚麼改變

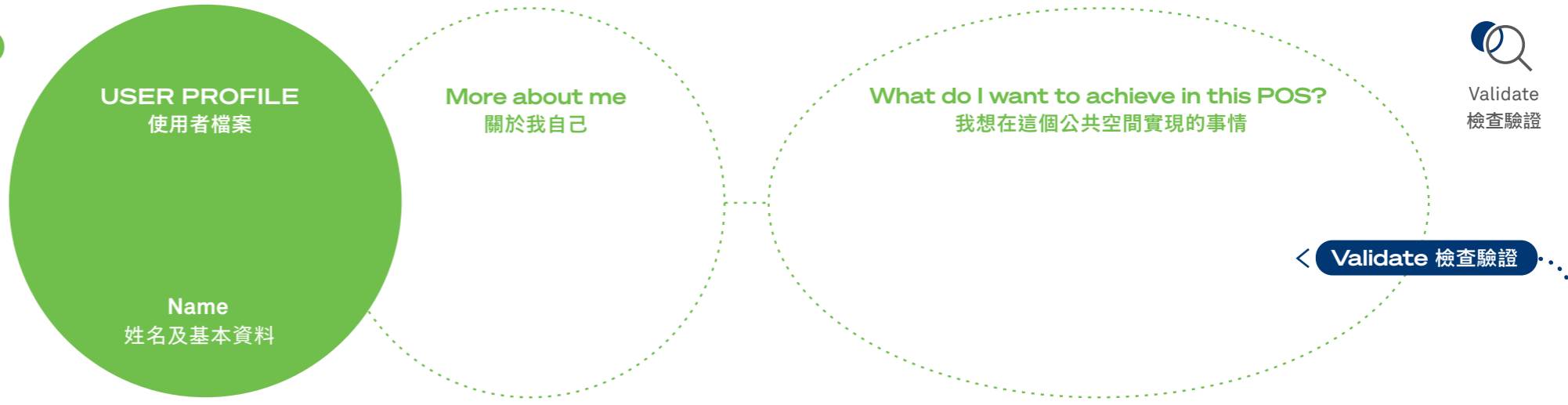


# User Journey Map

## 使用者旅程圖



Validate  
檢查驗證



Write down all locations chronologically  
請順時間順序填寫所有地點

**Where**  
從哪裏出發 ?

**What are they doing**  
他們在做甚麼 ?

**How do they feel**  
他們感覺如何 ?

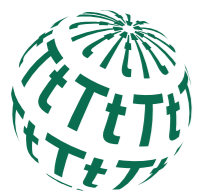
Happy  
快樂

Unhappy  
不快樂

**What does this imply?**  
這帶出了甚麼 ?

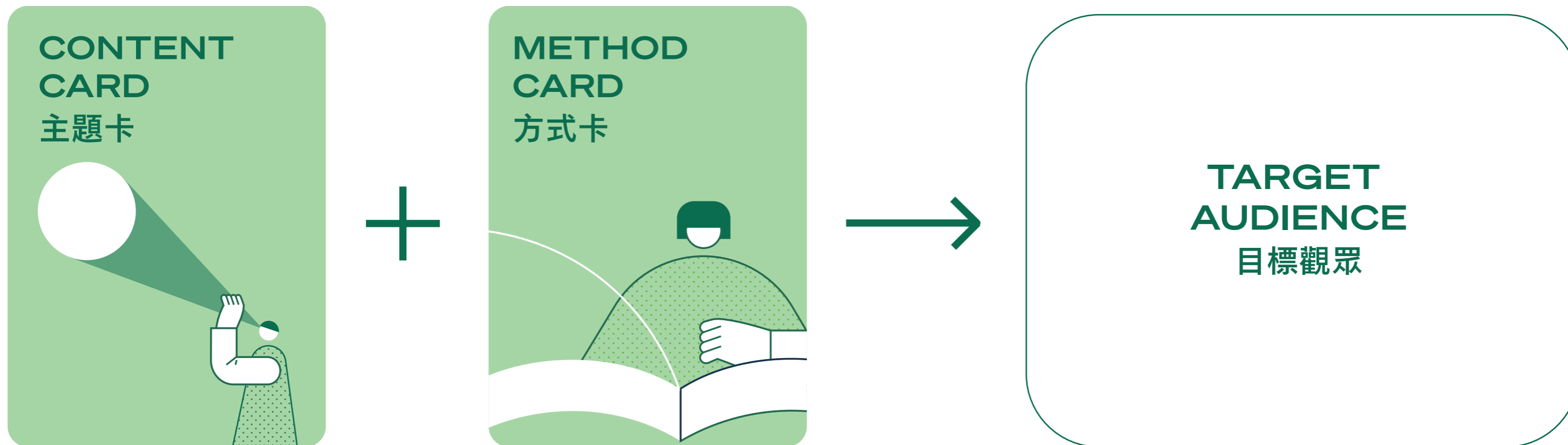
Location 地點	Location 地點	Location 地點	Location 地點	Location 地點
00:00 AM PM	00:00 AM PM	00:00 AM PM	00:00 AM PM	00:00 AM PM
What kind of activities 在進行甚麼活動				
Plot it out on the lines! 在線上標記出來!				

What does this imply?  
這帶出了甚麼



# Expand Knowledge 增廣見聞

We would like to expand knowledge with the following content and method for our target audience:  
我們想透過以下的方式傳達知識至我們的目標觀眾



**OPPORTUNITIES**  
機遇

**CHALLENGES**  
挑戰





# Innovation Readiness Assessment

## 創新準備評估

Based on your current experience within your organisation, check the numbered circle you find applicable to your situation.

根據在組織中現時的情況，選擇最符合的選項。



Innovate  
推動創新

Topic 主題

Beginner 入門

Intermediate 中等

Advanced 進階

### LEADERSHIP SUPPORT 上級支持

#### Strategic Guidance 策略性指引

1

No explicit strategic guidance for innovation  
沒有清晰的指引進行創新

2

Some strategic guidance for innovation but not available to everyone  
有一些策略性的指引進行創新，但不是所有人都清晰知道

3

Strategic innovation guidance is provided at important meetings and everybody knows it  
在重要的會議中會有策略性的指引，而所有人都清晰知道

#### Resource Allocation 資源分配

1

Bootstrapped or ad-hoc resources for innovation  
創新所需的資源極少，或只在特定項目才設有

2

Available resources for innovation, but not substantial and not protected  
有限度提供創新所需的資源

3

Institutionalized resources for innovation and leaders commit at least 30% of their time to innovation  
有規模地提供資源進行創新，管理層會花至少百分之三十的時間推動創新

#### Portfolio Management 管理作品集

1

Leadership is mainly focused on increasing efficiency  
在效率主導的帶領下進行項目

2

Some investments are made to explore the future new models but not systematically  
有限度地探索在未來以新的模式進行項目

3

Leadership is eager to pioneer and invests in a large innovation pipeline of small bets of which the best get follow-up investments  
在上級帶領下在不同項目測試新工作模式，再根據成果繼續實踐最有效的模式，以達致長遠的創新目標。

### ORGANISATIONAL DESIGN 組織架構設計

#### Legitimacy & Power 權力及影響

1

Innovation projects are considered as extra-curricular and outside official channels  
創新項目是在正式渠道以外進行

2

Innovation is officially in the organisation chart, but lacks power and influence  
在組織架構中存有負責創新的團隊或成員，但缺乏權力及影響

3

Innovation is at the very top of the organisation chart and has power and influence  
創新在組織架構內存有重要的影響力

#### Bridge to the core 和核心團隊的關係

1

Innovation teams have limited or no access to users, resources, and skills of the core team  
相比起核心團隊，創新團隊在和用家的溝通渠道、資源及技能有限

2

The core team and innovation teams collaborate, but there are conflicts  
核心團隊和創新團隊有合作機會，但存有摩擦

3

There are clear policies that help innovation teams and the core teams to collaborate as equal partners  
有清晰的組織政策和指引協助核心團隊和創新團隊進行協作



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Advanced 進階

### INNOVATION PRACTICE 實踐創新

#### Innovation Tools 創新工具

1

We do not use any design thinking / design innovation tools  
沒有使用任何設計思維及創新工具

2

Design thinking / design innovation tools are used in pockets of the organisation  
在某些時候會使用設計思維及創新工具

3

Design thinking / design innovation tools are widely adopted and mastered  
廣泛並靈活使用設計思維及創新工具

#### Process Management 工作流程管理

1

Our process are linear with strict hierarchy with detailed protocol  
階級性強及線性的工作流程，要遵守仔細的守則

2

Iterative processes and systematic design experiments are occasionally used to test new ideas  
偶爾會使用迭代過程及設計實驗去測試新想法

3

Our processes are optimized for innovation and systematically measure the reduction of risk in new ideas  
工作流程能夠高度配合創新及能夠有系統地減低落實新概念的風險

#### Innovation Skills 創新技能

1

We don't hire for innovation skills and experience and don't develop them  
沒有聘請具備創新技能的員工，亦沒有創新相關的訓練

2

We occasionally hire experienced innovation talent and train some specialized staff in innovation  
偶爾會聘請具備創新技能及經驗的員工、並有培訓部份員工進行創新

3

We hire and develop world class innovation talent with extensive experience across the organisation  
會聘請及培養組織中國際級的創新人才

得分 Points

評級 Rating

0   8	8 points or below 8 分或以下	<b>Newbie Innovator</b> 創新新手	Our organisation does not prioritise innovation and has not put much resources into it. It is an area that needs to be further developed. 組織沒有優先考慮創新，也沒有投入太多資源。創新是一個需要進一步發展的領域。
9   16	9-16 points 9 至 16 分	<b>Starter Innovator</b> 入門創新者	Some efforts are starting to cultivate innovation in our organisation but has been ad-hoc and not systematic. 組織有一些開始培育創新的行動，但都是一次性或臨時而不是有系統的。
17   20	17-20 points 17 至 20 分	<b>Emerging Innovator</b> 新興創新者	Innovation has been accepted as a direction of our organisation from management to the working level. Many systems and working procedures are still shaping up but there is a clear direction and vision. 從管理層以至員工的層面，創新都被認為組織的其中一個方針。創新的系統和工作程序仍需進一步建立，但有明確的願景。
21   24	21-24 points 21 至 24 分	<b>Seasoned Innovator</b> 經驗豐富的創新者	Innovation practice has been widely adopted within our organisation and becomes an integral part of our practice in our day-to-day work. 組織內已廣泛採用及實踐創新，並成為我們日常工作中不可或缺的一部分。



The majority of people is engaged in design thinking / design innovation and teams have dedicated budgets and facilities for design thinking / design innovation. 大部份的團隊成員參與使用設計思維及創新去進行他們的計劃，而有固定預算及相應配套配合。

Increasingly more people get involved and incidental budgets are created for projects with design thinking / design innovation. 越來越多團隊成員參與使用設計思維及創新去進行他們的計劃，亦有單次性增加相關的預算。

First project team of design thinking / design innovation specialists is formed, often with a design consultancy. Budget and management buy-in is still missing. 組成了首個使用設計思維及創新的團隊，大多是和設計顧問一起進行，但沒有相關預算及管理層的支持。

There are some design thinking / design innovation enthusiasts, but the majority is not involved. There's no budget, time and facilities dedicated to design innovation. 團隊中有些熱衷與設計思維及創新的成員，但沒有牽涉大部份的成員，亦沒有相關預算、時間或配套。

Generally, there is an isolated organisational structure. No systems and responsibilities regarding design thinking / design innovation have been assigned. 現時的組織架構部門之間各自工作，沒有設計思維及創新相關的制度和職責。

The first interdisciplinary team is being formed. First initiatives and pilot projects with design thinking / design innovation are taking place, regardless of the organisational structure. 成立了首個跨部門團隊，啟動了設計思維及創新主導的先導計劃。

Interference with the existing way of working is felt. Silos starts to suffer under the demands of multi-disciplinary teams. 不同的跨部門團隊與獨立部門之間，新式的工作模式與現時的工作模式產生碰撞。

The silo-breaking culture is fully institutionalised. The teams have ownership and mandate over their part of the service. 跨部門的工作模式正式納入組織機構，跨部門團隊有授權以設計思維及創新模式去進行不同項目。



# Innovation Ladder

## 創新階梯

### Actionable Next Steps

#### 下一步行動

The organisation has a unified methodology for design thinking / design innovation and aligned capabilities. The capabilities are now decentralised, and are present within each team.

組織有統一套設計思維及創新的方式，而每個團隊亦配合相關能力去進行項目。

Capabilities are spreading outside the initial team. First employees start to specialise and design thinking teams are being formed.

除了特定團隊以外，其他成員亦開始獲取相關知識及能力。此外亦開始有設計思維專門的成員及團隊。

First capabilities are being bundled to the project team, mostly coming from multiple people. These tools and capabilities are assembled ad-hoc for pilot projects.

特定項目團隊的成員備有設計思維及創新相關的知識，而使用的工具是因應特定先導計劃制定。

Knowledge of design thinking / design innovation is scattered throughout the organisation, mostly self-acquired through books, articles or trainings.

組織中設計思維和創新相關的知識比較零散，而大多是成員各自從書本、文章或訓練中獲取。

## Tools & Capabilities 工具與能力

1

Explore  
探索

2

Prove  
證明

3

Scale  
規模化

4

Integrate  
融合

## Beliefs & Behaviour 信念與行為

Dominant beliefs are administrative-focused and risk avoidant. There is little collaboration and creativity, and decision making is driven by hierarchy.

主導的信念是行政主導及避免風險為主，較少合作和創意，而決策權是由上而下。

Beliefs about users are predominantly functional focus. The value of a holistic view and collaboration around design thinking / design innovation are starting to be established.

思考用家需要時是功能主導的，而開始建立對設計思維及創新上更全面的觀念和合作。

Decision-making is increasingly based on empathy and user centric.

漸漸趨向以用家及更具同理心為主作為決策方向。

There is an emerging experiential focus on the user. Experimentation is cultivated through strong user-centric vision.

以用家為主作為決策方向，繼而培養項目的實驗性質。





1 →

Topics  
主題 / 商議事項

Stakeholders, Their Thoughts and  
Potential Concerns  
持份者與他們的想法和潛在顧慮





**Stakeholders, Their Thoughts and Potential Concerns**

持份者與他們的想法和潛在顧慮


**2 ↓**

**Selected Topic and Stakeholder(s)**  
挑選的主題及相應持份者



**Actionable next step(s)**  
下一步行動



# Resource List

## 資源清單

Stage  
階段

Task and Deliverables  
工作項目及交付成果階段

Details and Aims  
詳項及目的

**TASK CARD**  
工作項目卡



**TASK CARD**  
工作項目卡



**TASK CARD**  
工作項目卡



Tentative Timeline for Completion  
預定時間表

Resources Needed  
所需資源

Risk and Implications  
相關的風險和影響

Tentative Timeline for Completion 預定時間表	Resources Needed 所需資源	Risk and Implications 相關的風險和影響