

POSSible!

POSSible! Design Thinking Toolkit
空間大可能！設計思維工具包

Vol. 2
第二冊

Toolkit in Action 工具包 實務指南

Organiser
主辦單位



建築署
Architectural Services
Department

Sponsor
贊助單位



CREATEHK

TOOLS INSTRUCTIONS 工具使用方法

INGREDIENT 1:
Discover with Users
原素一：
與使用者探索需求

INGREDIENT 2:
**Define & Develop with
Stakeholders**
原素二：
與持份者進行
問題定義及推進

INGREDIENT 3:
**Deliver Innovation
with Teams**
原素三：
與團隊實現創新做法

Empathise 易地而處	Interview	訪問	P.16
	Online Survey	網上問卷	P.22
	Observation	觀察	P.26
	Street Polling	街頭投票	P.32
	Focus Group	焦點小組	P.38
Define 問題定義	Stakeholders Map	持份者地圖	P.48
	Problem Extraction & Priority Matrix	提取問題及優先矩陣	P.54
	Problem Statement	問題陳述	P.60
	How Might We	「我們如何」問句	P.64
Ideate 創意動腦	What If Cards	如果卡	P.70
	Inspiration Cards	靈感卡	P.74
	Scamper Cards	創意檢核卡	P.78
	Visualisation by Collage	拼貼體現	P.82
Prototype 原型製作	Low-fidelity Model Making	簡易原型製作	P.88
Validate 檢查驗證	User Journey Map	使用者旅程圖	P.94
Expand Knowledge 增廣見聞	Expand Knowledge: Content & Method Cards	增廣見聞: 主題卡及方式卡	P.106
Align 協調校準	Topic Cards	題目卡	P.116
Innovate 推動創新	Innovation Readiness Assessment	創新準備評估	P.126
	Innovation Ladder	創新階梯	P.132
Mobilise 資源調集	Task Cards & Resource Cards	工作項目卡及資源卡	P.142

Three Ingredients and Actions 三種原素及行動

The POSSible! Design Thinking Toolkit covers three ingredients: “Discover with Users”, “Define and Develop with Stakeholders”, “Deliver Innovation with Teams”. Each ingredient represents a set of actions and tools that you can use with a different group of audience, namely users, stakeholders and team, to expand wider and grow deeper on designing POS. There are two modes to utilise this toolkit: Bespoke and Action Combo. If you are familiar with design thinking methodology, you can kick start your project with a bespoke procedure by identifying which group of audience you would like to engage with, or what you want to achieve, then target specific actions, and select suitable tools through the right ingredient. If you are rather new to this methodology, there are five common combinations of actions in Vol. 1 Ch.3 “POS Action Combo” to help you integrate design thinking into your project.

「空間大可能！設計思維工具包」囊括三種原素，包括「與使用者探索需求」、「與持份者定義和構想」和「與團隊實踐創新理念」。每種原素各有一系列針對不同受眾的行動和工具，幫助你在設計公共空間時拓展得更深更遠。你可以根據你對設計思維的認識程度，從而選擇合適的應用模式：自訂或行動組合。你可以根據你想接觸的受眾或達到的目標，從中找出由關鍵原素，繼而自訂特定行動和合適的工具。對於設計思維方法認識較少的人士，工具包第一冊第三章《公共空間行動組合》中提供了五項常見的行動組合，能協助你融入設計思維於項目中。

INGREDIENT 原素 Discover with Users 與使用者探索需求

1

Relevant Action(s) 相關行動



Empathise
易地而處

The set of tools in this action allows your team to listen to and understand users. From a larger number of audience and more quantitative responses, to a smaller number of audience for more focused and qualitative responses, the tools can assist your team to reach your target audience.

這個行動中的工具能協助團隊聆聽和理解使用者。從大量的目標受眾與量化分析，以至從焦點案例及定性研究獲得更深入及集中的資訊，這套工具能就所需涵蓋的受眾人數和深入程度提供建議。

INGREDIENT 原素 Define and Develop with Stakeholders 與持份者定義和構想

2

Relevant Action(s) 相關行動



Define
問題定義



Ideate
創意動腦



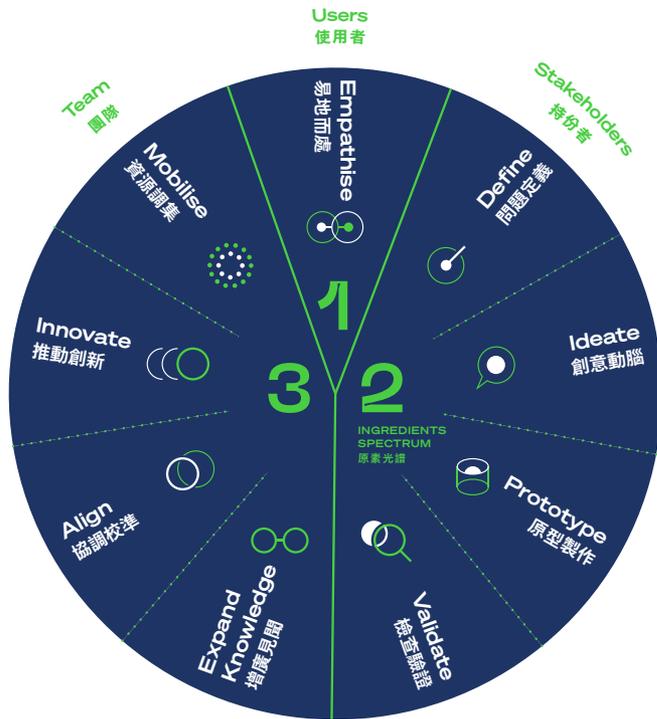
Prototype
原型製作



Validate
檢查驗證

The set of tools in these actions allow your team to define the key issue based on INGREDIENT I actions. By asking the right questions, the team can co-create and come up with different design possibilities to respond to the needs and wants of the community. Moreover, the tools can help prototype and test new design ideas with the community. It helps you gain buy-in on the design from stakeholders before implementation, which will ultimately yield better results.

這套工具幫助團隊根據原素一的行動界定合適的議題，由此與持份者共同創造和提出不同設計的可能性，以回應相關社群的需求。此外，這些工具有助於團隊與持份者共同構想和製作原型，並一同驗證和評估設計選項，完善設計方案。



Two ways of use
兩種使用模式

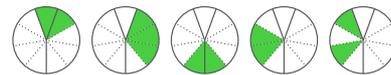
Mode 模式: Bespoke 自訂

Identify Ingredient 選取原素 → Target Specific Action 揀選特定行動 → Select Tools 揀選工具



Mode 模式: Action Combo 行動組合

Identify Relevant Action Combo 揀選合適的行動組合 → Select Tools 揀選工具



INGREDIENT 原素
Deliver Innovation with Teams
與團隊實踐創新理念

3

Relevant Action(s) 相關行動



Expand Knowledge
增廣見聞



Align
協調校準



Innovate
推動創新



Mobilise
資源調集

It is a common challenge to deliver innovation when the project objectives and scope are fixed by the project proponent. This Ingredient aspires to facilitate innovation by providing a set of tools specifically for the “post-project” and “pre-project” phases, where teams can take the learnings from other projects and create alignment between different teams and departments to drive towards innovation goals for future projects. There is also a tool to help the team rethink the tendering process for a new project, and ways to meet the needs of the team’s innovation goals to drive the mission and vision.

在已經定立目標及規範的公共空間項目中往往難以在執行階段才推行創新。原素三特此提供適用於「項目前」和「項目後」兩個階段的工具。團隊可以運用那些行動工具來吸取其他項目的經驗，與不同團隊及部門協調並肩，合力推動未來各個項目的不同目標。原素三 還特設一項行動，有助團隊重新考慮新項目的招標流程，並從多方面滿足團隊各項創新目標的需要，幫助他們實踐使命和願景。

Tools Overview 工具概覽

Ingredient 原素

Action 行動

I would like to 我想

INGREDIENT 原素 1

Discover with Users 與使用者探索需求



Empathise 易地而處



Drill into deeper qualitative insights
獲得更深入的定性見解

Gather quantitative data
收集量性數據

Gain objective understanding of the current usage
客觀了解使用情況

Promote project to the public and engage with users
向公眾推廣項目並聽取用家意見

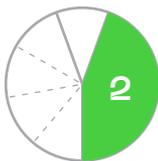
Gain deeper knowledge on specific user groups
深入了解特定使用者群組的意見

INGREDIENT 原素 2

Define & Develop with Stakeholders 與持份者定義和構想



Define 問題定義



Know who are related to this project (stakeholders)
了解哪些是與項目有關的人士（持份者）

Discover focal points from data
從數據中找出重點

Set out a concise description of the problem(s)
簡潔陳述問題精要

Transform problems into design opportunities
將問題變成設計機遇



Ideate 創意動腦

Brainstorm innovative and novel ideas
構思創新和與別不同的想法

Get inspirations for ideas
得到一些設計新靈感

Narrow down ideas
收窄想法

Mix-and-match different design elements
混搭不同的設計元素



Download
The Template Here
下載樣板

*Difficulty without Experience in Design Thinking
沒有設計思維經驗的難易程度

Tool 工具	Session Time 環節時間	Difficulty* 難度	Complexity of conducting online 線上進行的複雜程度	Index 目錄
→ Interview 訪問	→ 30-60 (m)	●○○	●○○	VOL 2 P.16
→ Online Survey 線上問卷	→ 2-4 (W)	●●○	●○○	VOL 2 P.22
→ Observation 觀察	→ 1-2 (H)	●○○	○○○	VOL 2 P.26
→ Street Polling 街頭投票	→ 2-4 (H)	●●○	○○○	VOL 2 P.32
→ Focus Group 焦點小組	→ 1-3 (H)	●●○	●○○	VOL 2 P.38
→ Stakeholder Map & Stakeholder Prompt Cards 持份者地圖及持份者提示卡	→ 20-25 (m)	●○○	●●○	VOL 2 P.48
→ Problem Extraction & Priority Matrix 問題抽取及優先矩陣	→ 30-45 (m)	●●○	●●○	VOL 2 P.54
→ Problem Statement 問題陳述	→ 20-30 (m)	●●○	●●○	VOL 2 P.60
→ How Might We 「我們如何」問句	→ 20-30 (m)	●●○	●●○	VOL 2 P.64
→ What If Cards 如果卡	→ 20-30 (m)	●○○	●○○	VOL 2 P.70
→ Inspiration Cards 靈感卡	→ 20-30 (m)	●○○	●○○	VOL 2 P.74
→ Scamper Cards 創意檢核卡	→ 10-30 (m)	●●○	●○○	VOL 2 P.78
→ Visualisation by Collage 拼貼體現	→ 30-50 (m)	●●●	●●○	VOL 2 P.82



Mins
分鐘



Hour
小時



Week
星期



N/A
不適用



Easy
容易



Moderate
中等



Difficult
高深

Tools Overview 工具概覽

Ingredient 原素

Action 行動

I would like to 我想

INGREDIENT 原素 2

**Define & Develop
with Stakeholders**
與持份者定義和構想



Prototype
原型製作

Test if design is desirable by users and improve
測試及改善設計，更貼合用家的渴求



Validate
檢查驗證

Validate design if problem identified previously have been alleviated
驗證設計能否減輕早期發現的問題

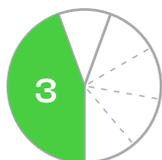
INGREDIENT 原素 3

**Deliver Innovation
with Teams**
與團隊實踐創新理念



**Expand
Knowledge**
增廣見聞

Disseminate knowledge to others
分享知識和見解



Align
協調校準

Identify key problems to align with internal or external stakeholders.
辨認需要協調的關鍵問題及內外各方持份者



Innovate
推動創新

Identify the current level of innovation readiness within the organisation
辨認現時組織內對創新的準備程度

.....
Identify the future level of innovation that can be aspired to and attained
辨認我的組織現時達到的創新水平及未來可以追求的創新水平



Mobilise
資源調集

Review an existing tender or prepare a new tender
審查現有招標書或準備新招標書



**Download
The Template Here**
下載樣板

*Difficulty without Experience in Design Thinking
沒有設計思維經驗的難易程度

Tool 工具	Session Time 環節時間	Difficulty* 難度	Complexity of conducting online 線上進行的複雜程度	Index 目錄
→ Low-fidelity Model Making 簡易原型製作	→ 2-3 H	●●○	●●●	VOL 2 P.88
→ User Journey Map 使用者旅程圖	→ 30-60 M	●●○	●●○	VOL 2 P.94
→ Expand Knowledge: Content & Method Cards 增廣見聞： 主題卡及方式卡	→ 60 M	●○○	●○○	VOL 2 P.106
→ Topic Cards 題目卡	→ 90 M	●●○	●●○	VOL 2 P.116
→ Innovation Readiness Assessment 創新準備評估	→ 20-30 M	●●●	●●●	VOL 2 P.126
→ Innovation Ladder 創新階梯	→ 30 M	●●●	●●●	VOL 2 P.132
→ Task Cards & Resource Cards 工作項目卡及資源卡	→ 1-2 H	●●●	●●●	VOL 2 P.142



Mins
分鐘



Hour
小時



Week
星期



N/A
不適用



Easy
容易



Moderate
中等



Difficult
高深

How To Read Tool? 如何閱讀工具版面？

- Name of the tool
工具名稱
- Relevant Action
相關行動
- Objective(s) of the tool
工具目標
- Expected outcome(s) of the tool
預期獲得成果
- Suggested session time and preparation time needed
建議環節時間及準備時間
- Level of difficulty without experience in Design Thinking
沒有設計思維經驗底下的難易程度
- Suggested participants
建議參加者
- Equipment needed
所需物質
- Related tools to use before/after to achieve more outcome(s)
想達成更多成果，能夠使用的相關工具
- Sample Scenario of using the tool
使用工具的情景例子
- Steps on using the tools
使用工具的步驟
- Relevant principles in specific steps
進行步驟時的相應原則

1 Discover with Users
與使用者探索需求
Toolkit in Action
工具包實務指南

Interview 1 訪問



Suggested Time
建議時間 30-60 分鐘

Level of difficulty
難易程度 ●○○ Easy 簡單

Participants
參加者

Minimum 1 researcher or facilitator (better included 2-3 researchers for each interview)
Interviewee size: 1 or 2 group size is good to establish an in-depth interview.
最少 1 名研究員或小組主持人
(每次訪問最好包括 2 到 3 位研究員)
受訪者人數：
1 到 2 位的受訪人數可以有助於建立有深度的訪問

Achieving more
想達成更多？

I would like to get more qualitative insights
我想知道更多的質性見解

Objective
目標

Improve the team's knowledge and capacity with deeper qualitative insights about the subject matter
提高團隊相關的知識和能力，發掘早前沒有意識到或新的話題及內容的可能性

Expected outcomes
預期成果

- Learn more about particular expectations, experiences, concerns, attitude and problems of the POS users,
- Reveal the hidden topics and qualitative contexts associated with the subject matter
- 了解公共空間使用者特定的期望、他們關注的問題及過往的使用經歷等
- 揭示更深入的質性研究內容

Equipment needed
所需物質

- Interview outline, pen and paper
- Camera, voice or video recorder if inter-viewees are comfortable with that.
- Legal agreements (consent or confidentiality agreements)
- 訪問框架、紙、筆
- 相機、錄音機或錄影機 (獲受訪者允許底下方可拍攝)
- 相關訪問協議文件 (同意或保密協議書)

Ingredient 1
Element 1

Online Survey
觀察
Street Polling
Focus Group

網上問卷
觀察
街頭投票
焦點小組

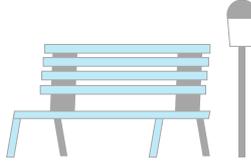
P.22
P.26
P.32
P.38

46
9

Interview
訪問
Empathise
同理心

Scenario
情境

This team of researchers was tasked to find out what improvements can be incorporated in the upcoming renovation of this sitting-out area. They would like to gain deeper understanding from the users through conducting interviews.
在這個休憩處翻新項目中，研究團隊需找出需要改善的初步方向。他們希望透過進行訪問從使用者身上獲取更深入的見解。



Steps
步驟

1 → Prepare / Define topic & your interviewees
準備/ 確立主題及受訪者

- Define your topic according to a specific research question or a topic you are interested in. Start with wider questions and narrow down to details.
- Identify your target interviewees and number of interviews required.
- 根據你的研究主題或感興趣的話題來界定訪問的主題。從較宏觀的問題出發，逐步深入了解。
- 定出受訪對象和訪問次數。

2 → Create an Interview Outline
制定訪問框架

- It is important to start your interview with a clear introduction of your project and collect basic demographics of your interviewees, such as name, gender, age, occupation etc. It would also help with data analysis afterwards.
- Create a clear framework with different sections according to your list of questions, for example their experience in POS as a user, their needs and desire, etc. This can make your interview more structured and ensure your interview works smoothly.
- Build relationships
建立關係
- 開始訪問時，首先清楚介紹項目，並確保從訪問中收集到受訪者的基本資料，例如姓名、性別、年齡、職業等，這將有助於往後的數據分析。
- 根據列出的訪問題目，制定一個清晰的框架，當中涵蓋不同的部分，例如受訪者使用公共空間的習慣和體驗、他們的需要和期望、願景等。這個做法可以令訪問更加有條理及流暢。

47
10

1 Discover with Users
與使用者探索需求
Toolkit in Action
工具包實踐指南

Steps
步驟

3→ Conduct interview
進行訪談

- Provide a comfortable space for interviewee to share their opinions and express their thoughts freely
- Ask your interviewee to explain their answer if there is something unclear.
- Keep your questions non-repetitive and provide transition between major topics
- Review your question list before the interview ends and see if you missed anything.

- # Open-minded
開放態度
- # Dig deeper
深入發掘

- 舒適的訪談空間可以讓受訪者自在地分享經歷和想法，藉此自由抒發己見。
- 訪談途中遇到不清楚的地方，要及時向受訪者查詢。
- 避免重複提出類似的問題，切換話題時謹記要有過渡的過程。
- 在訪談結束前記得一再檢查問題列表，確保沒有遺漏。

4→ Follow up - Empathy Map
跟進—同理心地圖

- Using the Empathy Map template to analyse the data collected from the interview. It can help you to understand the interviewee more holistically and learn more about their pains, gains, motivations and opportunities

- # Observe for revelation
細心觀察

- 使用同理心地圖樣板記錄及分析訪談所得數據，更全面地了解受訪者的痛點、得著、動機及機遇。

Tips
秘訣

To Use the Five Whys
提問技巧：5個為什麼

To start the conversation with daily scenario questions (e.g. who they are, what they do), starting with 'Why' to extend content for collecting suggestions and learning more about the underlying motivations for specific actions of the interviewee.

以日常生活一些情景打開訪談的話題（例如身份背景，在公共空間做甚麼活動），多問「為什麼」來擴闊你的訪談內容，幫助你從受訪者回答的內容中取得更實際的建議，或是得知使用者的潛在動機。

Look for emotional or expression cues
細心觀察表情和情緒

Sometimes, words are not enough to express or convey emotions and feelings. Try to observe your interviewees and see if there are any underlying emotions that can help you to empathise with them and understand deeper.

有時，說話不足以表達一些感受或想法，在訪談途中，嘗試細心觀察及留意受訪者回答時字裏行間的情緒，這樣有助你代入他們的想法，透過易地而處，理解內容背後一些動機和問題。

13

- **Tips on using the tool**
使用工具時的秘訣
- **Downloadable template for tool application**
下載工具樣板
- **Example to demonstrate the tool application**
使用工具的範例

Interview
訪談
Empathise
易地而處

Example
例子

[Download
The Template Here](#)
下載樣板

14

Interview Outline

訪問框架

Empathise
易地而處

Topic 訪談的主題	Goals 目標	Target interviewees 目標受訪者	Interview team 訪談團隊
Understand the users' behaviours, past experience, needs and desires in this Sitting-out Area		Around 15-20 users, the range should include users of various age groups, gender, or different physical abilities	2 interviewees as a group, 6 interviewees in total
深入了解用户在選址中的行為習慣、過往體驗、需求及願景		大概十五至二十名用户，應包含不同年齡層、性別、或不同身體機能程度	兩位研究員一組進行訪問，共六位研究員

Interview Questions
訪問問題

- Basic Information**
Introducing the project background
Name and self introduction (age group, gender, district/neighborhood)
- About this Sitting-out Area**
How often do you use this Sitting-out Area?
Who would you visit this place with? For what kind of activities?
Why did you choose this place for this type of activities?
What was the most memorable or remarkable experience you have had in this place?
- Needs and Desire**
Do you like this place? Why?
If you would be able to change one thing about this place, what would you change?
What is an ideal Sitting-out Area to you? Why?

- 基本資料**
介紹項目背景
稱呼和自我介紹（年齡層、性別、地區）
- 關於選址**
你有多常使用這個休憩處？
你會和誰一起來這個地方呢？為了甚麼而來？為甚麼選擇在這裏進行？
你可以分享一件你在這個地方最深刻印象發生的事嗎？
- 需求和願景**
你喜歡這個地方嗎？為甚麼？
如果你可以改變這個地方的一件事，你會改變甚麼？
對你來說，怎樣才是一個理想的休憩處？

15

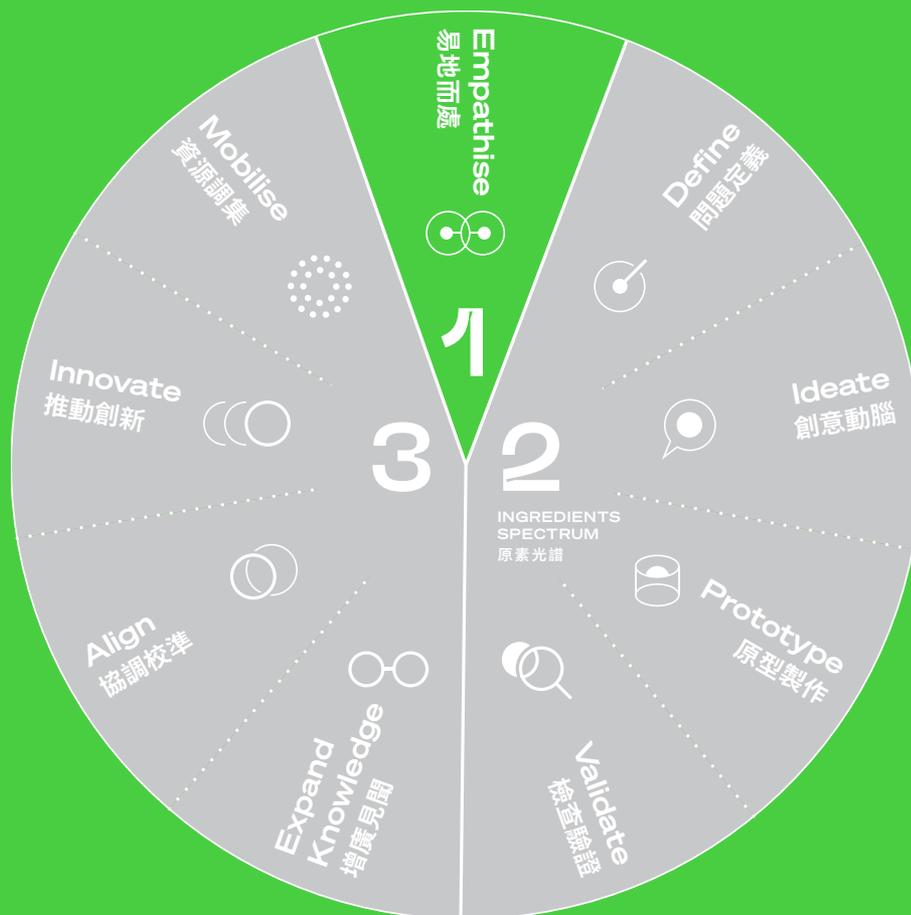
11

Ingredient
元素

1

Discover with Users 與使用者探索需求

Empathise 易地而處



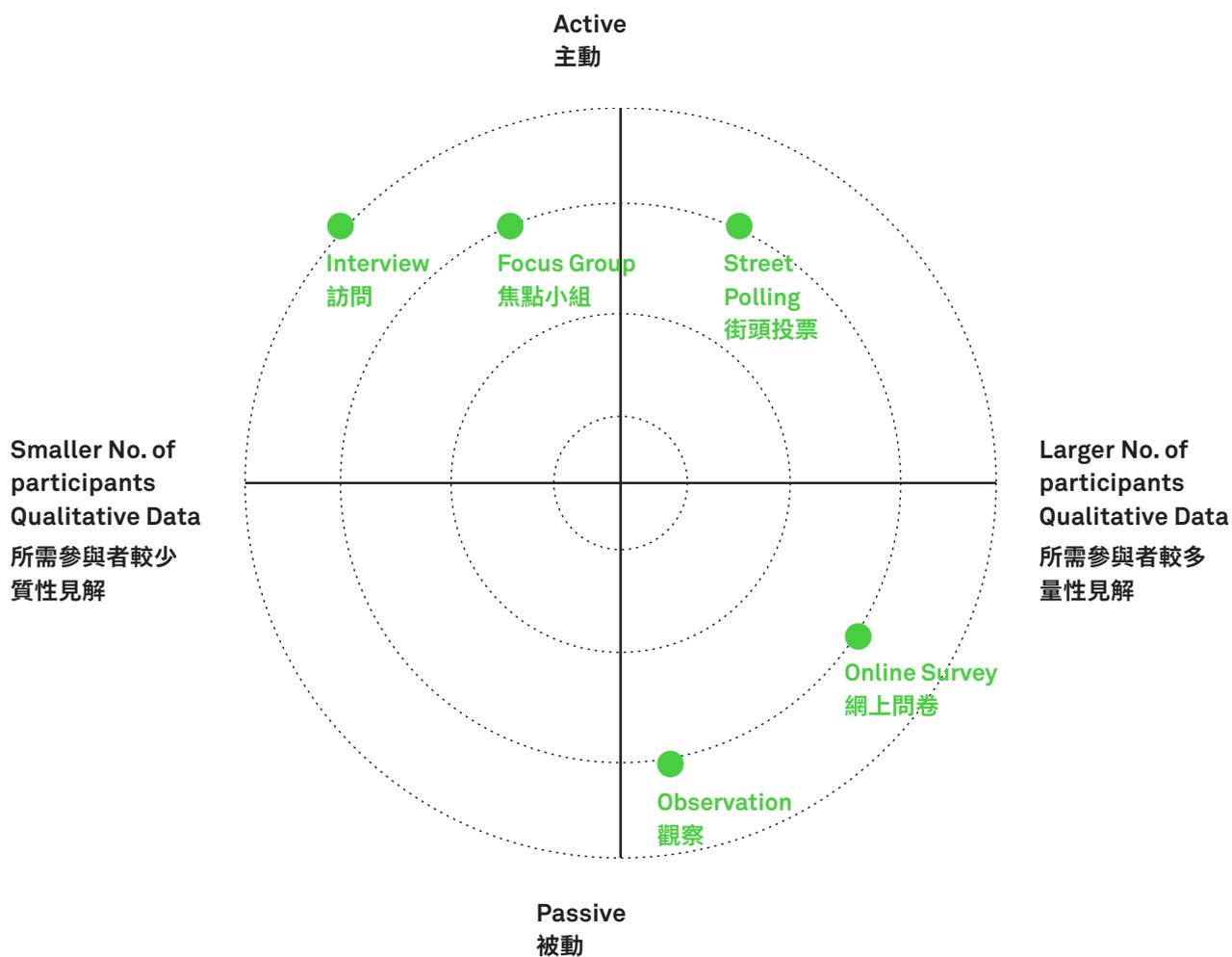
What is Empathise?

To understand the feelings, problems and situation of users by putting ourselves in other people's shoes.

甚麼是易地而處？

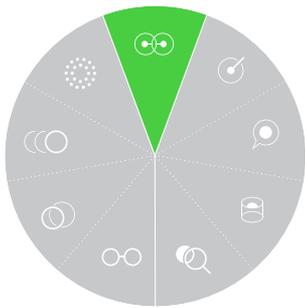
設身處地，感同身受地去了解使用者的感受，面對的問題及情況。

Tools include 包括以下工具



Interview	訪問	P.16
Online Survey	網上問卷	P.22
Observation	觀察	P.26
Street Polling	街頭投票	P.32
Focus Group	焦點小組	P.38

Interview 訪問



Objective 目標

Improve the team's knowledge and capacity with deeper qualitative insights about the subject matter

提高團隊相關的知識和能力，發掘早前沒有意識到或新的話題及內容的可能性

Expected outcomes 預期成果

- Learn more about particular expectations, experiences, concerns, attitude and problems of the POS users
- Reveal the hidden topics and qualitative contexts associated with the subject matter
- 了解公共空間使用者特定的期望，他們關注的問題及過往的使用經歷等
- 揭示更深入的質性研究內容

Suggested Time 建議時間

30-60 Minutes
分鐘

Project preparation to follow-up time may vary from 1-2 weeks

項目前期準備及後期跟進需時約 1 至 2 星期

Level of difficulty 難易程度

●○○ Easy
簡單

Participants 參加者

Minimum 1 researcher or facilitator (better included 2-3 researchers for each interview)
Interviewee size: 1 or 2 group size is good to establish an in-depth interview.

最少 1 名研究員或小組主持人
(每次訪問最好包括 2 到 3 位研究員)

受訪者人數：

1 到 2 位的受訪人數可以有助於建立有深度的訪問

Equipment needed 所需物資

- Interview outline, pen and paper
- Camera, voice or video recorder if inter-viewees are comfortable with that.
- Legal agreements (consent or confidentiality agreements)
- 訪問框架、紙、筆
- 相機、錄音機或錄影機 (獲受訪者允許底下方可拍攝)
- 相關訪問協議文件 (同意或保密協議書)

Achieving more 想達成更多？

I would like to get more qualitative insights
我想助於獲取更多的質性見解

Ingredient 元素 1



Online Survey
Observation
Street Polling
Focus Group

網上問卷
觀察
街頭投票
焦點小組

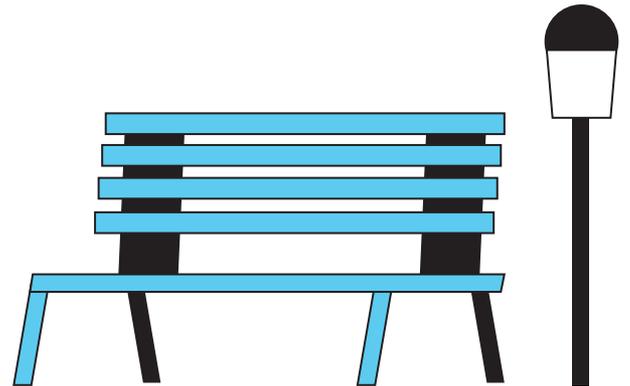
P.22
P.26
P.32
P.38



Scenario 情境

This team of researchers was tasked to find out what improvements can be incorporated in the upcoming renovation of this sitting-out area. They would like to gain deeper understanding from the users through conducting interviews.

在這個休憩處翻新項目中，研究團隊需找出需要改善的初步方向。他們希望透過進行訪問從使用者身上獲取更深入的見解。



Steps 步驟

1 →

Prepare / Define topic & your interviewees

準備/ 確立主題及受訪者

- Define your topic according to a specific research question or a topic you are interested in. Start with wider questions and narrow down to details.
- Identify your target interviewees and number of interviews required.
- 根據你的研究主題或感興趣的話題來界定訪問的主題。從較宏觀的問題出發，逐步深入了解。
- 定出受訪對象和訪問次數。

2 →

Create an Interview Outline

制定訪問框架

- It is important to start your interview with a clear introduction of your project and collect basic demographics of your interviewee, such as name, gender, age, occupation etc. It would also help with data analysis afterwards.
- Create a clear framework with different sections according to your list of questions, for example their experience in POS as a user, their needs and desire, etc. This can make your interview more structured and ensure your interview works smoothly.
- # Build relationships
建立關係
- 開始訪問時，首先清楚介紹項目，並確保從訪問中收集到受訪者的基本資料，例如姓名、性別、年齡、職業等，這將有助於往後的數據分析。
- 根據列出的訪問題目，制定一個清晰的框架，當中涵蓋不同的部分，例如受訪者使用公共空間的習慣和體驗、他們的需要和盼望、願景等。這個做法可以令訪問更加有條理及流暢。



Steps
步驟

3 →

Conduct interview
進行訪問

- Provide a comfortable space for interviewee to share their opinions and express their thoughts freely
- Ask your interviewee to explain their answer if there is something unclear.
- Keep your questions non-repetitive and provide transition between major topics
- Review your question list before the interview ends and see if you missed anything.

Open-minded
開放態度# Dig deeper
深入發掘

- 舒適的訪問空間可以讓受訪者自在地分享經歷和想法，藉此自由抒發己見。
- 訪問途中遇到不清晰的地方，要及時向受訪者查詢。
- 避免重複提出類似的問題，切換話題時謹記要有過渡的過程。
- 在訪問結束前記得一再檢查問題列表，確保沒有遺漏。

4 →

Follow up - Empathy Map
跟進—同理心地圖

- Using the Empathy Map template to analyse the data collected from the interview. It can help you to understand the interviewee more holistically and learn more about their pains, gains, motivations and opportunities

Observe for revelation
細心觀察

- 使用同理心地圖樣板記錄及分析訪問所得數據，更全面地了解受訪者的痛點、得著、動機及機遇。

Tips
秘訣**To Use the Five Whys**
提問技巧：5個為什麼

To start the conversation with daily scenario questions (e.g. who they are, what they do), starting with “Why” to extend content for collecting suggestions and learning more about the underlying motivations for specific actions of the interviewee.

以日常生活一些情景打開訪問的話題（例如身份背景，在公共空間做甚麼活動），多問「為甚麼」來擴闊你的訪問內容，幫助你從受訪者回答的內容中取得更實際的建議，或是得知使用者的潛在動機

Look for emotional or expression cues
細心觀察表情和情緒

Sometimes, words are not enough to express or convey emotions and feelings. Try to observe your interviewee and see if there are any underlying emotions that can help you to empathise with them and understand deeper.

有時，說話不足以表達一些感受或想法。在訪問途中，嘗試細心觀察及留意受訪者回答時字裏行間的情緒。這樣有助你代入他們的想法，透過易地而處，理解內容背後一些動機和問題。



Example
例子

Download
The Template Here
下載樣板



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
<p>Understand the users' behaviours, past experience, needs and desires in this Sitting-out Area</p> <p>深入了解用家在選址中的行為習慣、過往體驗、需求及願景</p>		<p>Around 15-20 users, the range should include users of various age groups, gender, or different physical abilities</p> <p>大概十五至二十名用家，應包含不同年齡層、性別、或不同身體機能程度</p>	<p>2 interviewers as a group, 6 interviewers in total</p> <p>兩位研究員一組進行訪問，共六位研究員</p>
Interview Questions 訪問問題			
<p>1. Basic Information Introducing the project background Name and self introduction (age group, gender, district/neighbourhood)</p> <p>2. About this Sitting-out Area How often do you use this Sitting-out Area? Who would you visit this place with? For what kind of activities? Why did you choose this place for this type of activities? What was the most memorable or remarkable experience you have had in this place?</p> <p>3. Needs and Desire Do you like this place? Why? If you would be able to change one thing about this place, what would you change? What is an ideal Sitting-out Area to you? Why?</p> <p>1. 基本資料 介紹項目背景 稱呼和自我介紹（年齡層、性別、地區）</p> <p>2. 關於選址 你有多常使用這個休憩處？ 你會和誰一起來這個地方呢？爲了甚麼而來？爲甚麼選擇在這裏進行？ 可以分享一件你在這個地方最深刻印象發生過的事嗎？</p> <p>3. 需求和願景 你喜歡這個地方嗎？爲甚麼？ 如果你可以改變這個地方的一件事，你會改變甚麼？ 對你來說，怎樣才是一個理想的休憩處？</p>			

Example
例子

Download
The Template Here
下載樣板



Empathy Map 同理心地圖



Empathise
易地而處



PAINS 痛點

poor protection against bad weather and undesirable conditions
conflict with other user groups
need to do more exercises

面對惡劣天氣及環境狀況缺乏合適保護
與其他用家存有衝突
需要做更多運動

Fear, challenges
擔憂畏懼、挑戰

GAINS 獲益

more social opportunities, provide shelter, better design against poor weather conditions, more variety in small scale exercising equipments, more greenery/landscape design
製造更多社交機會 提供遮蔭
改善設計應對惡劣天氣
提供更多樣的小型運動器材或配套
更多樣的園景設計及綠化

Benefits, opportunities
益處、機遇



Tips on Engaging Elderly - St. James Settlement Viva Blue House 與年長人士溝通的秘訣 - 聖雅各福群會藍屋

Depending on your target audience, you may need to consider some specific needs while conducting your engagement exercise. We have invited different parties to share their experience of engaging different groups of audiences, the following are some tips from St. James Settlement Viva Blue House for engaging elderly!

根據不同的目標受眾，在溝通的過程或需考慮一些特殊需要或安排。因此，我們邀請了聖雅各福群會藍屋與大家分享一些與年長人士溝通的秘訣！

① Slow, loud and clear

When communicating with elderly, speak slowly with a slightly louder voice so that it may help them to hear the content clearly.

① 說慢一點，聽多一點

與長者溝通時，說話不徐不疾，亦可適當地提高音量，有助長者清楚聆聽內容。

② Find a common ground

Curiosity can help you to overcome the age gap difference, try to find some common topics to kickstart your conversation!

② 尋找有趣的共同話題

抱有一顆好奇心，尋找彼此的共同話題。即使大家年齡上有着差距，總有一些共同經歷或認知的事物，就此可聆聽他們的回應。

③ Listen with your heart

Nodding or some simple verbal responses, or even keeping eye contact can show them your sincerity

③ 聆聽需要，給予回應

若聽到長者說話的重點或語畢的時候，請給他們一些表情、肢體或語言回應，並保持眼神交流，讓他們明白你在用心聆聽。

④ Speak face-to-face

When talking about important topics, avoid relying on conversation over phone calls or mobile applications. Instead, speak to them in person to make it clear.

④ 面對面溝通

若然是重要的訊息，可相約一個時間，找一處安靜的環境面對面溝通，避免僅靠電話或應用程式傳話。

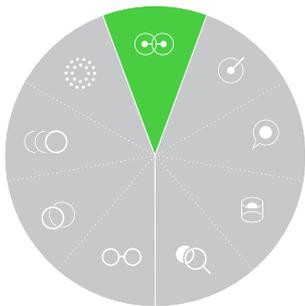
⑤ From experience to evidence

Elderly often have rich and complex experiences to share, but there might be gaps in their memory. Try to ask more about who, when, where and what to help them elaborate.

⑤ 經驗為本與記憶驗證

長者的人生經驗豐富，但記憶或會有遺漏或錯誤。如有疑問，應多問些「人時地物」來求證。

Online Survey 網上問卷



Objective 目標

Gather quantitative data from a wider audience
在較大的使用者範圍中收集量性數據

Expected outcomes 預期成果

- Build up a basic understanding on a particular topic
- Identify trends or mainstream opinion to get an overview picture across different groups of audiences
- 就一個特定主題的內容建立基本的認識
- 識別主流觀點或趨勢，衡量不同受眾群組的使用需求

Suggested Time 建議時間

2-4

Weeks
星期

Project preparation to follow-up time may vary from 2-4 weeks (For completing each survey, it is suggested to keep it under 12 minutes)

Level of difficulty 難易程度



Moderate
中等

項目前期準備及後期跟進需時約 2 至 4 星期
(建議每份問卷可於 12 分鐘完成)

Participants 參加者

Flexible team size
Sample Size: above 100 participants

彈性隊伍陣容
樣本大小：100人以上

Equipment needed 所需物資

Survey platform

- Free platforms (e.g. Google Form, Survey Monkey)
- Paid platforms (e.g. Typeform, Qualtrics) for more complex survey design
- 網上問卷平台
免費平台：Google Form, Survey Monkey 等
- 付費平台：Typeform, Qualtrics 等，提供更精密的問卷設計

Achieving more 想達成更多？

To get more qualitative insights
用於獲取更多質性見解

Related tools 相關工具

Ingredient 1 原素一



Empathise
易地而處

Interview
Observation
Focus Group

訪問
觀察
焦點小組

P.16
P.22
P.38

To get more quantitative data collection
用於收集更多量性數據

Street Polling

街站投票

P.32



Achieving more
想達成更多？

Related tools
相關工具

To identify relevant stakeholders
用於辨認相關持份者

Ingredient 2 原素二



Stakeholders Map

持份者地圖

P.48

Define
問題定義

To disseminate knowledge
用於分享得到的資訊

Ingredient 3 原素三



Expand Knowledge:
Content & Method
Cards

增廣見聞：
主題卡及方式卡

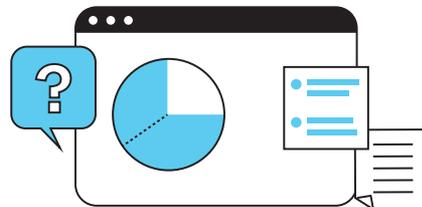
P.105

**Expand
Knowledge**
增廣見聞

Scenario
情境

A team would like to find out the general usage patterns of POS users in this district via an online survey, targeting 250 participants.

有團隊想透過網上問卷，得知此區內的公共空間使用者的基本使用模式，目標是收集到 250 份回應。



Steps
步驟

1 →

Define topic
確立主題

- Online surveys can cover different aspects of questions, define your topic by considering why you are doing the survey, what sample size you'll need, and what you want to do with the findings.
- 網上問卷可以涵蓋各種關注的範疇。考慮進行問卷調查的目的、需要收集的樣本規模大小及如何處理並跟進調查結果，確立問卷的主題。

2 →

Online survey planning
網上問卷框架

- A clear online survey framework includes an introduction, main section for questions and an ending
- An introduction can inform participants of the background of the project and the goal of the survey.
- At the end, remember to collect basic demographic information, such as age, gender and contact methods, for facilitating data analysis and future communication.
- # Build Relationship
建立關係
- 一個清晰的網上問卷框架包括簡介、主要問題及結語。
- 在問卷的開首，明確地描述項目的背景和問卷調查的目的，有助參加者了解更多。
- 在問卷的結尾，收集一些基本個人資料（如年齡、性別、聯絡方式等）有助你更深入分析問卷結果，以及方便日後聯絡。



Steps
步驟

3→

Create your online survey using different question types
混合不同的問題設計方式，
制定專屬的網上問卷

- There are a lot of ways to ask a question. Select a suitable question type to get your responses most effectively. Sample question types include: open-ended, closed-ended, rating, Likert scale, multiple choice, picture choice, mapping click, and demographic questions.
- Thinking of the relationship between each question, are there any relationships you can draw upon the results to analyse the data more comprehensively?

#

Dig deeper
深入發掘

#

Data is about people
人性數據

- 提問的方式良多。選擇最合適的提問類型，讓你可以最有效的方式收集見解。例如：開放式、封閉式、評分式、李克特量表、多項選擇題、圖片選擇、地圖點擊和人口統計問題等。
- 設計問題時，試想題目之間的關聯，讓你可以更全面地分析問卷的結果。

4→

Distribute your survey
分發網上問卷

- The distribution method you choose will affect the respondents' experience with the survey. Various distribution channels include email, social media, random distribution and collaboration with your stakeholders.
- You may consider offering incentives for your participants in order to get more responses.

- 分發問卷的方式可影響受訪者的問卷體驗。可嘗試運用不同的方式來分發網上問卷，例如電子郵件發送，在社交媒體或網上分享，隨機分享或者和你的持份者合作等。
- 可考慮為你的受訪者提供一些誘因，從而獲取更多回應。

Tips
秘訣**Be specific****明確清晰地表達內容**

To avoid ambiguity, keep your questions short and concise. Respondents could be more likely to understand the questions.

- 避免含糊的問題，使用簡單及直接的問題會令受訪者更容易地理解和回答。

Consider for your audience/respondents**從受眾／受訪者的角度出發**

Use clear, plain language instead of technical or academic jargon.

- 使用清晰平白的字眼，避免使用過多學術或技術的術語。



Example
例子

For a complete online survey example, please refer to the follow website:
如想檢閱完整的網上問卷，請瀏覽以下網站：<https://www.pos-sible.hk/en/survey/>

Close-ended question 封閉式問題

Yes 是 No 否

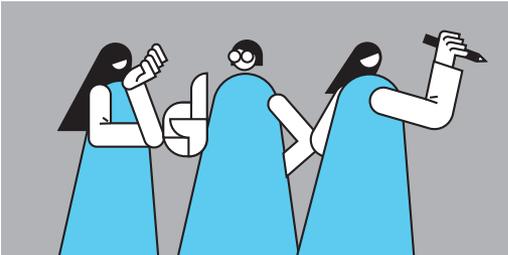
Picture choice 圖片選擇

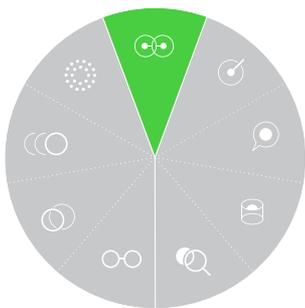
Rating Question 評分式問題

1 2 3 4 5

Supplimental Information 提供補充資料



Observation 觀察



Objective 目標

Gain an objective understanding of the current usage of the POS

客觀地了解公共空間當前的使用情況

Expected outcomes 預期成果

- Identify opportunities in how experiences or services could be improved or repositioned.
- Explore how interactions between people and things are in real-world scenarios.
- Observe how users behave and check if they say what they mean.
- 找出改進使用體驗或相關服務的機會
- 在現實的環境中探究人、事和物如何進行互動
- 觀察使用者的行為，對比他們口述的內容，了解是否有別

Suggested Time
建議時間 1-2 Hours
小時

Level of difficulty
難易程度 ●○○ Easy
容易

Participants 參加者

Flexible team size (or Minimum 1 – 3 researchers)
彈性隊伍陣容（或最少包括 1 至 3 位研究員）

Project preparation to follow-up time may vary from 2-4 weeks

項目前期準備及後期跟進需時約 2 至 4 星期

Equipment needed 所需物資

- Observation guide, pen and paper
- Camera, voice or video recorder if interviewees are comfortable with that.
- Legal agreements (consent or confidentiality agreements)
- 觀察指引，紙、筆
- 相機、錄音機或錄影機（獲受訪者允許底下方可拍攝）
- 相關協議文件（同意或保密協議書）

Achieving more 想達成更多？

To get more qualitative information and understand your POS users

用於獲取更多的質性資訊，加了解公共空間使用者

Related tools 相關工具

Ingredient 1 原素一



Empathise 易地而處

Ingredient 2 原素二



Define 問題定義

Interview 訪問 P.16
Street Polling 街頭投票 P.32
Focus Group 焦點小組 P.38

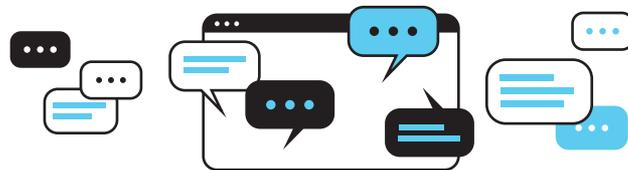
Stakeholders Map 持份者地圖 P.48



Scenario 情境

A team of researchers would like to gain a deeper understanding of the current usage of a plaza. They are planning to observe the plaza at different times of a day according to the five UN-Habitat Quality Public Space Dimensions and map out their observations.

一個研究團隊希望能夠更深入了解一個廣場的現時使用狀況。他們計劃根據五個聯合國人居署優質公共空間範疇，在一天的不同時段，以地圖標記的形式進行觀察。



Steps 步驟

1 →

Planning your observation 構想觀察主題及範圍

Decide the scope of observation. Who is your observation subject? What do you want to observe? What spaces do you want to observe? Organise your observation approach by considering what your expectation is, and how much time you plan to spend. You may consider the following factors:

確定你的觀察主題及範圍。哪些使用者是你的觀察對象？你想觀察甚麼？觀察的範圍多大？你亦可參考以下因素：

● Create Comparison

- Difference by time (e.g. time of the day, weekends)
- Difference by user (interactions, numbers) Difference by places

● 觀察對比

- 時間對比 (如早中晚時分, 週末)
- 使用者對比 (互動, 使用的人數)
- 地點對比

● UN-Habitat Quality Public Space Dimensions

- Accessibility
- Green environment
- Use and users
- Amenities and furniture
- Comfort and safety

● 聯合國人居署優質公共空間範疇

- 可達程度
- 環境及綠化
- 用途及使用者
- 設施及配套
- 舒適及安全



Steps
步驟

2→

Pick your Observation Methods
選擇觀察方式

There are multiple observation methods you can use to collect and document your findings. Choose one that is best suited to your needs. You are also encouraged to explore other methods.

- Mapping
- Walking Route
- Setting up observation points
- Static counting
- Photo-taking

以下是幾種常用的觀察及紀錄方法，選擇符合你需要的方法去進行觀察。你亦可以根據項目需要發掘更多合適的觀察方法：

- 地圖標記
- 步行路線
- 設置觀察點
- 靜態計數
- 拍照

3→

Conduct your observation
進行觀察

- When observing users' behaviour, you may mix with other types of survey methods such as interviews and contextual cues in order to guide them to answer what you want to know, such as their behaviour, motivation, needs, pain points, etc.
- Find the differences and similarities between your observation and qualitative research findings.

Facts as basis
有憑有據

Observe for revelation
細心觀察

- 觀察使用者時，可以利用訪問或環境狀況嘗試理解他們的行、動機、需求及問題等
- 對比實地觀察和前期研究中的訊息和內容是否存在有偏差



Tips
秘訣

- Jot down what you've observed from your subject and try to quantify your observations, such as the use of space, the interaction between the user and the space, the frequency, etc.
- Remember that it is important to always differentiate between your observations and your interpretation
- To ensure that the observation is not being affected by your interference, it is important to make sure your subjects are not aware of what you're doing. People tend to change or improve their behaviour if they believe they're part of a study. It can affect your data's reliability and validity. Thus, avoid mentioning details about the study in your survey exercise.
- 記錄從觀察對象中得到的關鍵訊息和內容，例如空間使用率、使用者與空間的互動行為和次數等
- 清楚區分你的觀察內容和主觀分析
- 盡量避免打擾觀察對象的行動。如果你向觀察對象表明正在測試／觀察他們，對方或會改變或改善自己的行為，因而減低數據的準確程度。

Example
例子POSSible! LAB
OBSERVATION GUIDE空間大可能! 實驗室
觀察指南1 Identify points
of interest

確認觀察的主要內容和目標

Weather: Sunny
Time: 12:00-12:30
Day: 5/9/2022 (Mon)The UN-Habitat Quality POS Dimension that my team will focus on is:
在以下的聯合國人居署優質公共開放空間範疇當中, 我的小組主題是:Use & Users
用戶及活動Amenities &
Furniture
設施及配套Green
Environment
環境及綠化Comfort &
Safety
舒適及安全Accessibility
可達程度According to this dimension, we will have to observe the following points:
根據此範疇, 我們觀察時需要重點關注的是:

the number, location and spatial arrangement of different type of furnitures
how are the people using these furnitures?
how's the level of maintenance?
hygiene and cleanliness?
are there sufficient lighting and shelter for bad weather conditions?
is there any unpleasant noise and odor?

有甚麼不同類型的設施? 數量? 擺放的區域和位置?
用家如何使用這些設施?
設施的維修保養程度?
衛生和乾淨程度?
有足夠的燈光和遮蔭/雨設施嗎?
有沒有噪音或是不良好的味道?

Are there any limitations?
有沒有甚麼限制呢?

weather conditions, time of the day, weekends

不同天氣狀況、時間及週末



POSSIBLE! LAB OBSERVATION GUIDE

空間大可能! 實驗室 觀察指南

2 Creating a simple coding system with colors, arrows and icons to indicate different map amenities, functions and activities.

參加者可以利用地圖, 對人事物進行畫像式紀錄。以不同的顏色, 圖像, 畫像或者相關的標誌圖標對被觀察的內容進行分類式紀錄。

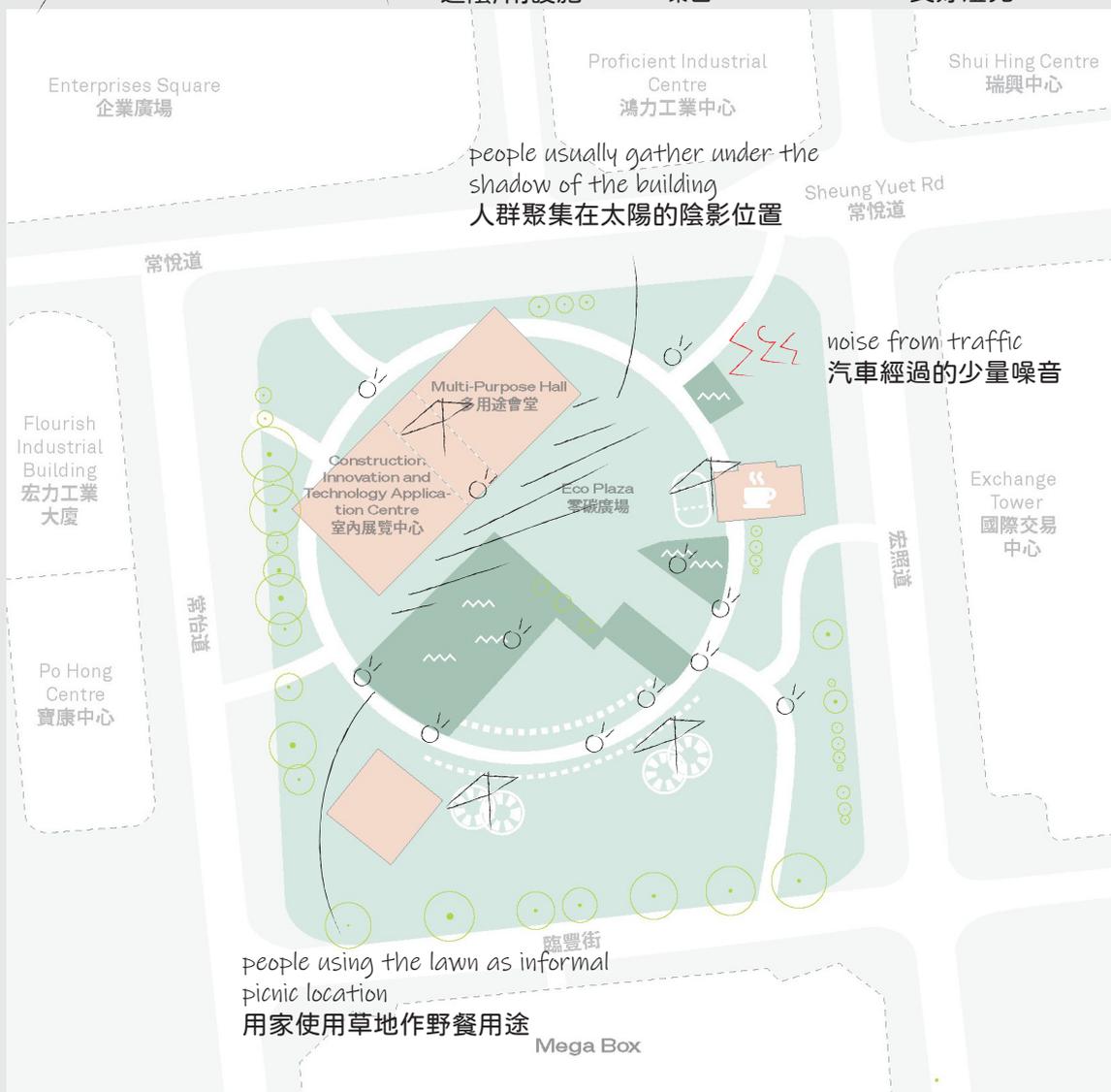
My Map Legend 我的地圖標記方式:

shadows
太陽陰影位置

shade
遮蔭/雨設施

noise
噪音

good lighting
良好燈光



Cafe

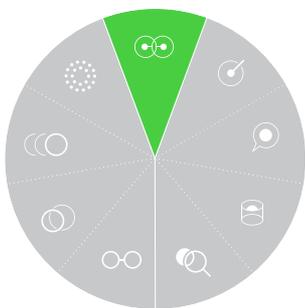
Pavilion 涼亭

Tree 樹

Outdoor seating 戶外座位

Street Polling

街頭投票



Objective 目標

Promote my project and engage with my audience, find participants for future focus groups, interviews and workshops.

推廣項目，以及與目標受眾接觸，為日後的焦點小組、訪問和工作坊物色參加者

Expected outcomes 預期成果

- Build up a basic understanding of issues based on primary data.
- Find out where the potential users are and socialise with them to form a network.
- 基於第一手資訊，對於現存問題建立基本的認識
- 尋找潛在的使用者並與他們接觸往來，建立社群人脈

Suggested Time 建議時間

2-4 Hours
小時

Project preparation to follow-up time may vary from 1-2 weeks

項目前期準備及後期跟進需時約 1 至 2 星期

Level of difficulty 難易程度

●●○ Moderate
中等

Equipment needed 所需物資

- Polling boards, pen, sticker and post-its
- 投票板、筆、貼紙和便利貼

Participants 參加者

2-3 researchers or facilitators

- Flexible sample size
- Suggested: over 100 public participant (depending on your research topic and what sample size you will need)

最少有 2 至 3 名研究員或小組主持人參與

- 彈性樣本數量
- 建議：100 人以上
(受訪人數視乎研究內容和所需的樣本大小而定)

Achieving more 想達成更多？

To get more qualitative insights
用於獲取更多質性見解

Related tools 相關工具

Ingredient 1 原素一



Empathise 易地而處

Interview
Observation
Focus Group

訪問
觀察
焦點小組

P.16
P.22
P.38

To get more quantitative insights
用於獲取更多量性見解

Online Survey

網上問卷

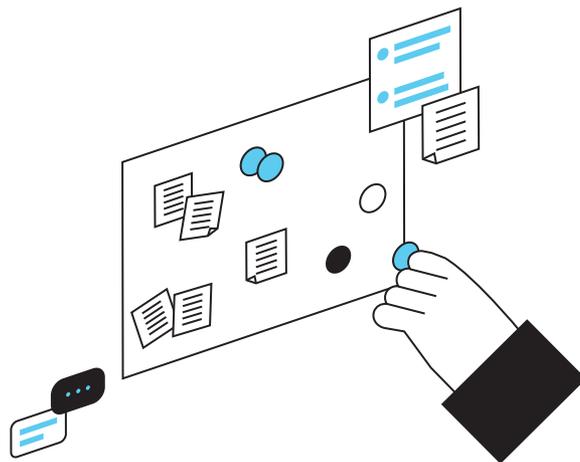
P.22



Scenario 情境

A new community engagement project on designing a park is about to launch. The working team is planning to conduct street polling to let the neighbours know more about the project, gain a brief understanding of the opinions of the neighbour and establish future contact points.

一個關於公園設計的新社區參與計劃即將啓動。該工作團隊打算以街頭投票讓附近居民了解新計劃，獲取街坊鄰里的意見，並建立未來的社區聯繫。



Steps 步驟

1 →

Define topic 確立主題

- Develop your street polling with a specific research topic and questions you are interested in.
- 選擇你感興趣的研究內容及希望拓展的話題來規劃街站行動。

2 →

Creating a framework 制定問題框架

- You should consider what you want to achieve with a street station: ensuring the project is well communicated to your target audience.
- Ranging from basic questions to demographic strategies, a good street poll should include a clear introduction and contact information.
- Starting with questions directed towards your users or the specific aspects such as their preferences, behaviour, pain points and personal experiences in your research project will help you remain focused and identify valuable metrics.
- 考慮街站活動旨在達到的目標，以及如何清晰地向目標受眾傳達項目內容。
- 街站活動包含一些必須涵蓋的基本問題及人口統計策略。一個良好的街站活動應要提供清晰的項目簡介和收集聯絡方式。
- 制定一個包含不同部分的問題，可以從使用者偏好、行、痛點、個人體驗等方面開始；例如，使用者的使用習慣是怎麼樣的，要如何驗證設計的情景是否符合使用者需求等。



Steps
步驟

3 →

Design your questions
問題設計

- There are a lot of ways to ask a question. Select a suitable question type to get your responses most effectively. Sample question types include: open-ended, closed-ended, rating, Likert scale, multiple choice, picture choice, mapping click, and demographic questions.
- Review your questions, make sure they are relevant to your topic and not repetitive.

#

Open-minded
開放態度

#

Dig deeper
深入發掘

#

Data is about people
人性數據

- 提問的方式良多。選擇最合適的提問類型，讓你以最有效的方式收集見解。例如：開放式、封閉式、評分式、李克特量表、多項選擇題、圖片選擇、地圖點擊和人口統計問題等。
- 檢視你的問題，確保沒有離題或重複。

4 →

Invite people to participate!
邀請他人參與！

- When the questions are all set, print them out on polling boards and invite people to vote!
- Document your findings after the street polling session for future analysis.

- 問題都定好後，把他們列印在展示板上，邀請他人參與街頭投票吧！
- 在街頭投票環節後，紀錄收集到的數據，用作往後的資料分析。

Tips
秘訣

- Colour code your votes can facilitate comparison.
- To keep your number of options to 5-6 options at most.
- Using more colours or photos will make your polling station more attractive! You may also consider providing incentive to boost participation.
- 運用不同的顏色來分辨不同持份者的票選
- 回答選項不要太多，最多 5 至 6 個
- 使用不同的顏色或圖片會令你的街站更吸引！你亦可以考慮提供誘因來提高參與程度



Example
例子

Polling station example 街站示意圖



Example
例子

Polling boards example
投票板例子

Picture Choice
圖片選擇



Open-ended Question
開放式問題



Rating Question
評分式問題

我們透過實地觀察與訪問公園的用戶，發現了以下關於石蔭梨木道公園的五個議題。從一至四，你覺以下議題對照顧者多具影響？

	1 無影響	2	3	4 最具影響
空間重疊，設施未被充分善用				
社交空間不足				
無障礙設施不足				
沒有發現有趣的聲音與景色				
環境不舒適				

Mapping Question
地圖標示





Tips on Engaging Caregivers- HKSKH Lady MacLehose Centre 與照顧者溝通的秘訣——香港聖公會麥理浩夫人中心

Depending on your target audience, you may need to consider some specific needs while conducting your engagement exercise. We have invited different parties to share their experience of engaging different groups of audiences, the following are some tips from HKSKH Lady MacLehose Centre for engaging caregivers!

根據不同的目標受眾，在溝通的過程或需考慮一些特殊需要或安排。因此，我們邀請了聖雅各福群會藍屋與大家分享一些與年長人士溝通的秘訣！

① Go to where the caregivers are

Their schedule is usually very packed with caregiving duties. If you want to engage them, find out the time slots that caregivers are usually seen in different community spaces, for example, caregivers for children would usually shop at the wet market in the morning, and use POS with children in the afternoon till dusk.

② Right place, right timing

Make sure the place where you conduct your engagement activity is safe and comfortable, so that the caregivers can chat with you for a longer period of time without worrying about the safety of the beneficiaries. The caregivers' attention may be occupied by their beneficiaries or they may not be able to stay long due to some caregiving duties. If possible, it is suggested to arrange additional manpower to assist in caregiving.

③ Step by step

Start your conversation from the point of view of their beneficiaries, then slowly move forward to caregiving topics. As caregivers usually are not aware of their own needs, it would be difficult for them to start the conversation.

④ Make it simple yet fun

Design your engagement activities with a variety of mediums and graphics can help caregivers to understand more easily what you are planning to do, especially for older caregivers. Interactive design can make the engagement experience more enjoyable for them.

① 主動到他們所在之處

照顧者的照顧日程緊密，應留意他們出入不同社區空間的時間段。例如兒童照顧者一般在上午出入街市，在下午近黃昏的時間使用公園，在那些時段容易找到對象。

② 合適的地點和安排

留意活動 / 交談的空間是否安全和舒適，照顧者那刻是否方便和放心與你交談 / 參與活動。他們或許需要看管照顧的對象，或忙着離開處理其他要務。建議進行活動時，可以安排人手幫忙暫時看顧他們照顧的對象，讓照顧者安心參與。

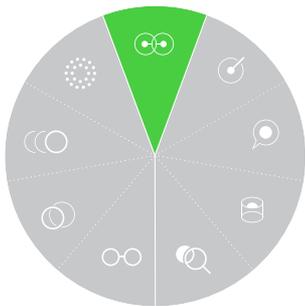
③ 循序漸進、由淺入深

通常從照顧對象打開話題，再了解照顧者本身的情況，因為他們對於自我身份的意識較低，若一開始就談及自身，則會較難進入話題。

④ 有趣的活動設計

交談 / 參與活動的素材可透過多元的方式及配合圖片等表達，讓照顧者較容易掌握主辦機構希望表達的活動訊息，特別是年長的照顧者。多元和互動的活動設計，過程可以讓照顧者感到趣味，讓參與過程變成他們歇息的時光。

Focus Group 焦點小組



Objective 目標

Gain deeper knowledge on specific user groups and flexibly incorporate them into the needs and opinions of the target audiences and stakeholders.

深入了解公共空間內特定使用者群組的意見，將其靈活地與目標受眾和持份者的需求及意見相互結合

Expected outcomes 預期成果

- To fill up the gaps of quantitative research such as online survey and observations
- Actively learn about POS users' thoughts and opinions on a designated topic, and to guide future action
- 填補例如網上問卷和觀察等量性研究的不足
- 積極地理解使用者對公共空間特定主題的想法和意見，並指導未來的設計行動

Suggested Time 建議時間

1-3

Hours
小時

Level of difficulty 難易程度



Moderate
中等

Participants 參加者

- 1-2 researchers or facilitators
- 6-10 POS users
- 1 至 2 位研究員或小組主持人
- 6 至 10 位公共空間使用者

Project preparation to follow-up time may vary from 1-2 weeks

項目前期準備及後期跟進需時約 1 至 2 星期

Equipment needed 所需物資

- List of questions, pen and paper
- Camera, voice or video recorder if interviewees are comfortable with that.
- Legal agreements (consent or confidentiality agreements)
- 焦點小組問題，紙和筆
- 相機、錄音機或錄影機（獲受訪者允許底下方可拍攝）
- 相關協議文件（同意或保密協議書）

Achieving more 想達成更多？

To get more qualitative insights
用於獲取更多的質性見解



Related tools 相關工具

Ingredient 1 原素一



Interview
Observation

訪問
觀察

P.16
P.26

To get more quantitative insights
用於獲取更多的量性見解



Empathise 易地而處

Online Survey
Street Polling

網上問卷
街頭投票

P.22
P.32



Achieving more
想達成更多？

To figure out which target group to look for to conduct the focus group
用於確認選取哪一個目標群組來進行焦點小組行動

Related tools
相關工具

Ingredient 2 原素二



Define
問題定義

Stakeholders Map

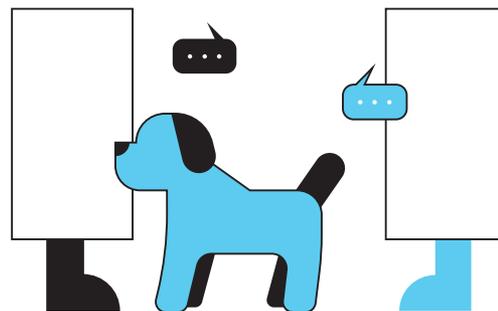
持份者地圖

P.48

Scenario
情境

A team of design practitioners received an invitation to design a pet-friendly park. They are planning to conduct a focus group to invite pet owners to share their experience on using the park, and learn about their pain points and opportunities.

設計團隊收到一個寵物友善公園的設計邀請。他們打算以焦點小組的形式，邀請不同的寵物主人分享他們現時使用公園的體驗，以得知一些問題和發掘機遇。



Steps
步驟

1 →

Design focus group questions
設計焦點小組問題

- Define the objective of the focus group, considering what information will benefit for POS project
- Create a list of questions based on previous research or project information. Refine and narrow down the questions with your team

Focus groups typically follow a structured set of questions, with a maximum number of 10. Below are the three major types of focus group questions:

- Engagement questions: give a brief introduction to your participants and make them comfortable with the topic of discussion
- Exploration questions: Explore wider and delve deeper into specific issues
- Exit question: if anything was missed in the discussion

- 確立焦點小組目標，考慮甚麼訊息有助開展公共空間項目。
- 本着已有的項目資料和研究，起草你的問題列表，繼而和團隊一起討論，收窄問題範圍。

焦點小組的討論一般按照一套問題進行，以最多 10 條問題為佳。以下是三種常見的問題類型：

- 參與性問題：先向參加者簡單介紹項目背景，讓他們可以快速地適應，投入討論主題
- 探索性問題：探索更廣闊或是進入更深層次的主題討論
- 結論性問題：回顧在活動過程中是否有遺漏的內容



Steps
步驟

2→

Recruit participants
招募參加者

- A focus group is typically composed of one facilitator and 6-8 participants.
 - Define a clear group of target audience, including POS users and stakeholders, would help you to gain insights for future POS design.
- 一個典型的焦點討論小組規模，由一位小組主持人和六至八名的參加者組成。
 - 確立清晰的目標受眾，包括公共空間使用者及持份者，這樣有助你在公共空間項目上獲取到更多實用的資訊。

There are various ways to invite focus group participants.

- Random selection
- Volunteer
- Judgement sampling of a specific set of participants
- Stratified sampling of particular age, race, gender etc.

招募焦點小組參加者的方法多樣：

- 網上隨機挑選
- 自願參加
- 從指定使用者或目標使用者中抽樣
- 分層抽樣，例如年齡、性別和種族等

3→

Plan and prepare your activity
規劃及準備焦點小組活動

- Look for a suitable venue to conduct the focus group discussion.
 - Consider the format of taking records of the discussion and prepare relevant materials, for example videotaping, voice recording, note taking, etc.
 - A facilitator's role is important, as they will guide and drive the direction of the discussion. A well-planned rundown and transcript will be beneficial.
 - Keep your focus group questions open-ended and flexible.
- 尋找合適的場地進行焦點小組討論。
 - 考慮記錄整個討論的形式，接着準備所需物料，例如錄影、錄音、筆錄等。
 - 為小組主持人準備一份清晰的討論流程及文稿，有助他們更有效地收集資訊。
 - 確保焦點小組的問題能夠開放地討論和富靈活性。





Steps 步驟

4 →

Conduct focus group discussion 進行焦點小組討論

- # Open-minded
開放態度
- # Dig deeper
深入發掘
- # Collaboration
團體合作
- # Build relationship
建立關係
- # Empowerment
賦能授權

- Facilitator should stay neutral and be empathetic. They should moderate the discussion to allow everyone to express their opinions freely and prevent some participants from over-dominating the conversation. They should also avoid asking leading or closed-ended questions.
- Provide opportunity for all participants to discuss in depth, especially on topics that they find interesting, to keep them involved in the discussion and won't be distracted.
- 在討論過程中，小組主持人應該保持中立，保持設身處地的態度；避免提問一些封閉式和引導性的問題，或是有參加者過份主導或引導他人的觀點，需確保全部參加者可以自由地抒發己見。
- 讓參加者有機會深入討論，尤其是在他們感興趣的話題上，令他們不會覺得討論耗費時間。

Tips 秘訣

- An experienced facilitator is suggested to lead the discussion to enable everyone to share their thoughts and feelings through the session.
- Remember that it is not necessary to reach a consensus; understanding the different perspectives and thoughts among members are also important for future analysis.
- Avoid having your participants answer "yes" or "no" to your question. Ask your questions with "why" or "how".
- 選擇一個有經驗的小組主持人來帶領討論，平衡各式意見
- 請謹記，討論並非旨在達至共識；嘗試在焦點小組中理解不同參加者的出發點、觀點與角度，這將有助於往後的資料分析
- 避免參加者用「是」或「不是」來回答你的問題。可以使用「為甚麼」或「如何」的字眼提問

Example
例子





Tips for Engaging Children - Playright Children's Play Association 與兒童溝通的秘訣——智樂兒童遊樂協會

Depending on your target audience, you may need to consider some specific needs while conducting your engagement exercise. We have invited different parties to share their experience of engaging different groups of audiences, the following are some tips from Playright Children's Play Association for engaging children!

根據不同的目標受眾，在溝通的過程或需考慮一些特殊需要或安排。因此，我們邀請了智樂兒童遊樂協會與大家分享一些與兒童溝通的秘訣！

① Right to participation:

Adults who work with children must understand that it is children's right to participate in all decisions that may affect them. It is also the responsibility of adults to help children to learn their rights.

① 參與的權利

與兒童使用者進行活動時，負責活動的成年人應要清楚，在兒童有關的決策上，兒童皆有參與的權利。成年人亦有責任幫助他們認知本身應有的權利。

② Right to protection:

Ensure children are safe from abuse, manipulation and exploitation in the participation process. Having child safeguarding policies and procedures in place are essential to minimise risk.

② 被保護的權利

確保兒童在參與活動的過程中遠離權力濫用、被操控或被剝削。在活動中制定保護兒童的措施及程序，有助儘量減低以上的風險。

③ Provide appropriate training:

Adults planning and facilitating child participation processes should be confident and skillful to work with children. They should be properly supported and supervised to ensure effective participation.

③ 為工作人員提供適當訓練

負責規劃兒童參與活動及協助他們參與的工作人員，應要具備足夠的技巧及信心與他們溝通。那些人員需接受過適當的訓練，並給予於足夠的支持及監督，確保活動能夠有效地進行。

④ Involve parents and caregivers to support:

It is helpful to have trustful parents and caregivers to support and encourage children to freely express their thoughts and feelings. However, if the adults comment too much, tell too many jokes, rush through too many tasks, then they should be reminded that their primary role is to facilitate children to express their opinions.

④ 配合家長及 / 或照顧者的支持

在活動期間，兒童若有可靠的家長及 / 或照顧者在旁鼓勵他們表達自己的意見和感受，對活動將大有幫助。只是若家長或照顧者過分地介入，例如開太多玩笑，趕着進行活動等，那就應提點他們的角色，正是讓兒童能夠去表達自己的意見。

⑤ Consider children's interest, maturity and capability:

Participation is a power-sharing exercise. Adults should not assume that children are immature to take up tasks and duties, nor should they delegate too much responsibility on children. As children develop, they will be able to participate in increasingly complex decision-making. Involve children in ways, at levels and at pace appropriate to their capability and interest.

⑤ 考慮兒童的興趣、成熟程度及能力

參與活動是分享權力的過程。負責規劃及進行活動的工作人員不應假設兒童不夠成熟去進行或負責任何活動項目；亦不應向兒童交付過多的責任。隨着兒童成長，他們能夠逐步參與更複雜的決策過程。在安排參與活動時，可按照兒童的能力和興趣，適當地安排他們參與的部分、參與的層面和合適的活動節奏。

Ingredient

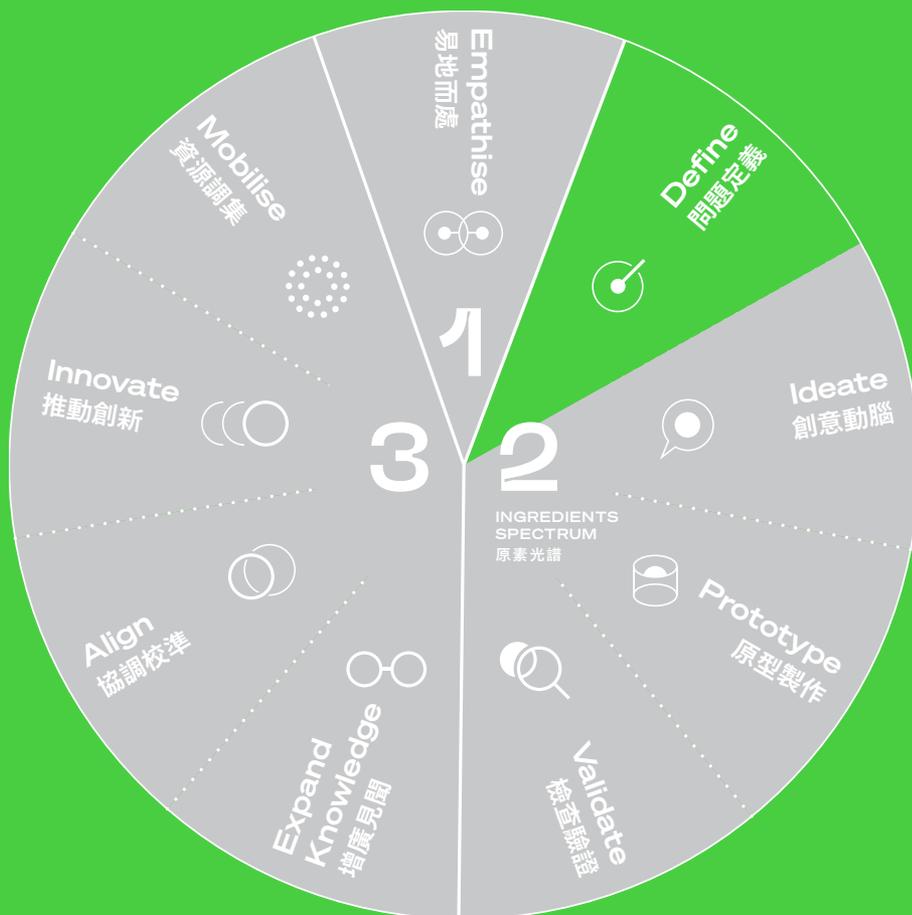
元素

2

**Define & Develop with
Stakeholders**

與持份者進行問題定義及推進

Define 需求定義



What is Define?

To express the problem you are trying to solve to others clearly, and identify themes and patterns.

甚麼是需求定義？

設身處地，感同身受地去了解使用者的感受，面對的問題及情況。

Tools include 包括以下工具

Ingredient 1 原素一



Empathise
易地而處

Problems & Opportunities
收集到的問題和機遇



Ingredient 2 原素二



Define
問題定義

Stakeholders Map
持份者地圖

Understand who are
affected by the problems
/ opportunities

理解誰受到這些問題和機
遇影響

Problem Extraction and
Priority Matrix
提取問題及優先矩陣

Discover insights from
data and prioritising
issues to work on

從數據中發掘洞見，再決
定下一步

Problem Statement
問題陳述

Express the problem
faced by particular
group(s) of stakeholder
clearly to others

向他人清楚表達接下來要
解決，與特定持份者相關
的問題

How Might We
「我們如何」問句

Translate the problem
into an opportunity to
be solved

將問題轉化為機遇作進一
步行動

Stakeholders Map

Problem Extraction & Priority Matrix

Problem Statement

How Might We

持份者地圖

提取問題及優先矩陣

問題陳述

「我們如何」問句

P.48

P.54

P.60

P.64

Stakeholders Map

持份者地圖



Objective 目標

Know who are related to this project and in what ways they are related

了解誰與項目有關及他們如何與項目相關

Expected outcomes 預期成果

預期成果

- Identify extreme users and potential users/ stakeholders
- Uncover the problems and/ or needs of one or more defined user groups
- Discover underlying relationships between stakeholders
- 辨識極端使用者及潛在使用者／持份者
- 發掘一個或多個特定使用者群組的問題和／或需要
- 發現各持份者之間的潛在關係

Suggested Time 建議時間

20-25

Minutes
分鐘

Level of difficulty 難易程度

●○○

Easy
容易

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- Template for Stakeholders Map, Stakeholder Prompt Cards, markers & post-its
- 持份者地圖樣板、持份者提示卡、馬克筆和便利貼

Achieving more 想達成更多？

To analyse data collected and identify target user group(s) for further research

用於分析所得的數據及辨識目標使用者群組，加以研究

Related tools 相關工具

Ingredient 1 原素一



Empathise
易地而處

Interview
Observation
Focus Group

訪問
觀察
焦點小組

P.16
P.22
P.38



Achieving more
想達成更多？

To make the problem / opportunity of user group(s) more precise

用於更鮮明地展現使用者群組的問題／機遇

Related tools
相關工具

Ingredient 2 原素二



Define
問題定義

Problem Statement
How Might We

問題陳述
「我們如何」問句

P.60
P.64

Ingredient 3 原素三



Align
協調校準

Topic Cards

題目卡

P.116



Innovate
推動創新

Innovation Ladder

創新階梯

P.132

Scenario
情境

The working team is working on a project to improve the accessibility for a park renovation project, and they are trying to understand what type of users and stakeholders are related to this project.

在一個公園翻新項目中，工作團隊負責改善空間的可達程度。就此，工作團隊嘗試了解哪類使用者和持份者與項目相關。



Steps
步驟

1 →

Stakeholders Identification
辨認持份者

List out the different types of stakeholders who will be involved in a project on post-its, one per post-it. When your team is done, you can check the **Stakeholder Prompt Cards** to see if there is anyone missing.

Primary stakeholders are typically the people within the project team or who are directly related to the project, while secondary stakeholders are typically people outside the project team but those who are indirectly influenced by the project.

Be visual
一目了然

Collaboration
團體合作

把所知的各式持份者類型寫在便利貼上；每張便利貼寫上一類持份者。完成時可使用持份者提示卡檢查有沒有遺漏。

主要持份者泛指項目團隊內部／直接相關人士，次要持份者則指項目團隊外部／間接受影響人士。



Steps
步驟

2→

Stakeholders Grouping and Labelling
將持份者分組及標示

Identify groups of stakeholders that share similar needs or problems. Label the groups accordingly with related commonalities. You can see how they are affected by the project.

將那些有類似需要或面對類似問題的持份者歸納一組，並將這些需要 / 問題標記出來，由此可知各人如何受到項目影響。

3→

Stakeholders Linking
連結持份者組別

Identify relationships between different groups by drawing connections (e.g. conflicting/peacefully co-existing). The linking will help identify new insights based on the relationship between users.

運用畫線的形式，將不同組別的持份者連結起來，並標明關係（例子：衝突／和平共處）。這種連結方法有助你基於使用者之間的關係帶出新的見解。



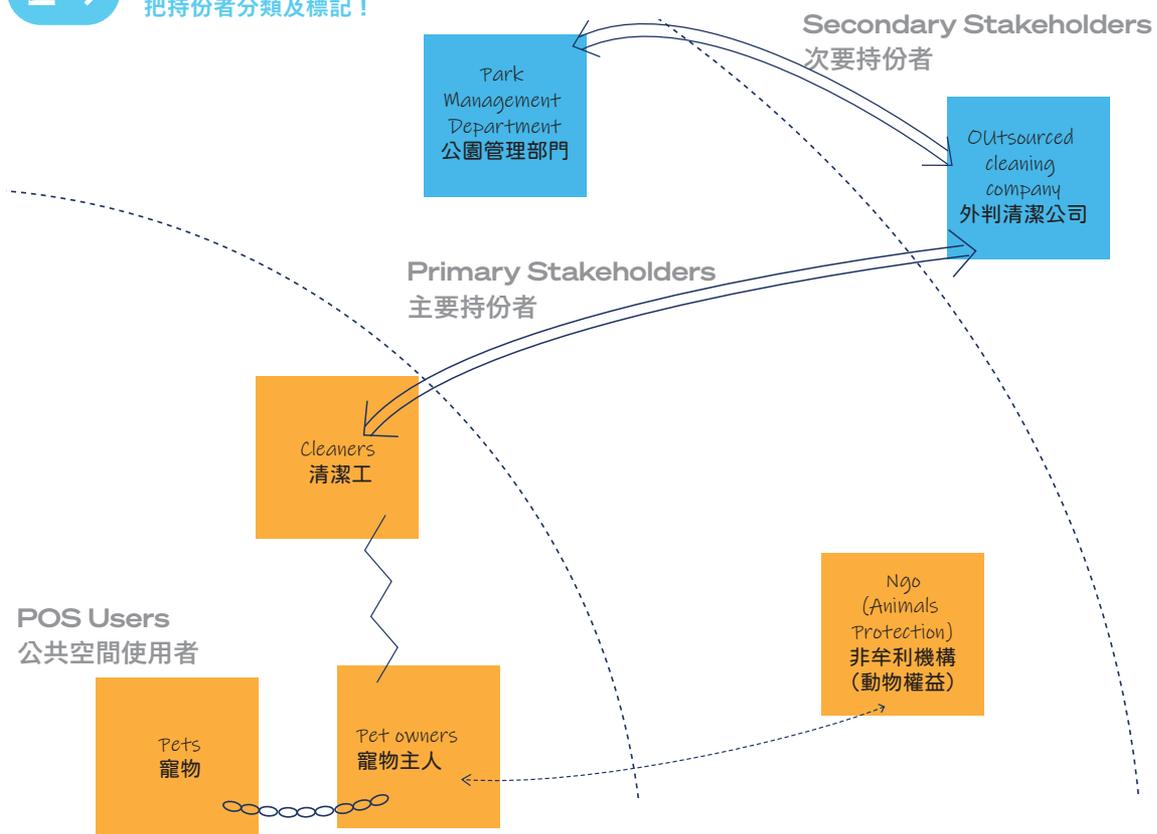
Example
例子



Download
The Template Here
下載樣板



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

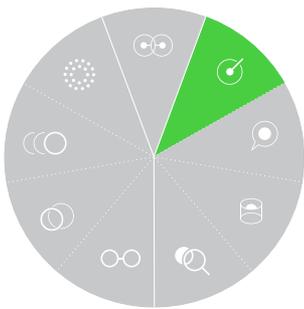


3 → Draw out the relationships!
用畫箭嘴的形式將不同組別的持份者連結起來！

- Relationship of peaceful coexistence 和平共處
- Institutional relationship 工作/合作關係
- ⊗ Dependent relationship 連帶關係
- - - - -> Potential relationship/collaboration 潛在關係/協作
- ~ ~ ~ ~ ~> Relationship with potential conflict 可能有衝突

Problem Extraction & Priority Matrix

提取問題及 優先矩陣



Objective 目標

Discover focal points from data collected
從所得數據中找出需要關注的問題

Expected outcomes 預期成果

- A summary of data that support further action steps
- Discover and prioritise problem groups with robust database to support your findings
- Create digestible key insights to present your problem
- 得到有助實行往後步驟的數據撮要
- 發現問題群組，確定群組的優先次序，獲得強大的數據支持你的調查發現
- 梳理出容易理解的洞見來闡述問題

Suggested Time 建議時間

30-45

Minutes
分鐘

Level of difficulty 難易程度



Moderate
中等

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- Priority Matrix template, pens, post-itsc and markers
- 優先矩陣樣板、筆、便利貼和馬克筆



Achieving more
想達成更多？

Related tools
相關工具

To collect user data
收集使用者數據



Ingredient 1 原素一



Interview
Online Survey
Observation
Street Polling
Focus Group

訪問
網上問卷
觀察
街頭投票
焦點小組

P.16
P.22
P.26
P.32
P.38

Empathise
易地而處

To understand users and
relevant stakeholders



Ingredient 2 原素二



Stakeholders Map

持份者地圖

P.48

Define
問題定義

To rewrite issues & opportunities
in a digestible format



Problem Statement
How Might We

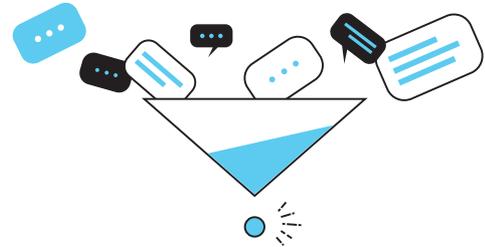
問題陳述
「我們如何」問句

P.60
P.64

用以透過容易理解的方式，重新描述
問題和機會

Scenario
情境

A team of design consultants is looking for methods to address the needs of POS users and provide new services for a waterfront promenade. With prior user interviews and desktop research findings, they want to find out different potential design directions through data analysis, and prioritise according to their resources in hand.



在一個海濱長廊規劃設計項目中，設計團隊正在尋找方法提供一些新的服務機會，同時滿足公共空間使用者的需求。基於所得的使用者及持份者訪問資料及桌面研究數據，團隊希望能夠尋找不同的潛在設計方向，並根據現時手上的資源決定優先次序。

Steps
步驟

1 →

Identify and collect all of the relevant data and information collected together for discussion
收集所有相關的數據及資料作討論



Facts as basis
有憑有據

Gathering all the information in one place would help the participants to understand the situation at hand and get an idea of what needs to be done. This can include quantitative and qualitative data, including user data collected from tools like Ingredient 1 tools, desktop research results, or any other sources you may need.

將已有數據都攤開來呈現，可以幫助參加者更全面地了解現時的狀況。資料可包括量性和質性數據，如使用原素一工具收集到的使用者數據、桌面資料搜集、數據庫等。



Steps
步驟

2→

Clustering
組合分析

#

Facts as basis
有憑有據

#

Observe for revelation
細心觀察

#

Insights as springboard for action
見解洞察

Analyse and categorise different forms of data according to similar patterns. Identify and write down the similarities and differences.

根據相似的模式將不同性質的數據分類和進行分析，找出並寫下共同及相異之處。

Different ways of categorising including:

- Physical amenities and features in POS
- UN-Habitat Quality Public Space Dimensions
- Feelings/emotion
- Stakeholder groups
- Needs and desires

不同的分類方法包括：

- 公共空間的設施和配套
- 聯合國人居署優質公共空間範疇
- 感覺／情感
- 持份者組別
- 需求和願景

3→

Sort and Prioritise
分類及確定優先次序

The **priority matrix** can be used to choose which groups of problems you want to focus on. It is important to assess your resources and make sure that you are considering potential options before moving forward.

優先矩陣可協助選擇要優先關注的問題。評估你手上現有的資源，決定會集中探討的問題，並確保在作出進一步行動前有考慮到其他潛在的可行性。

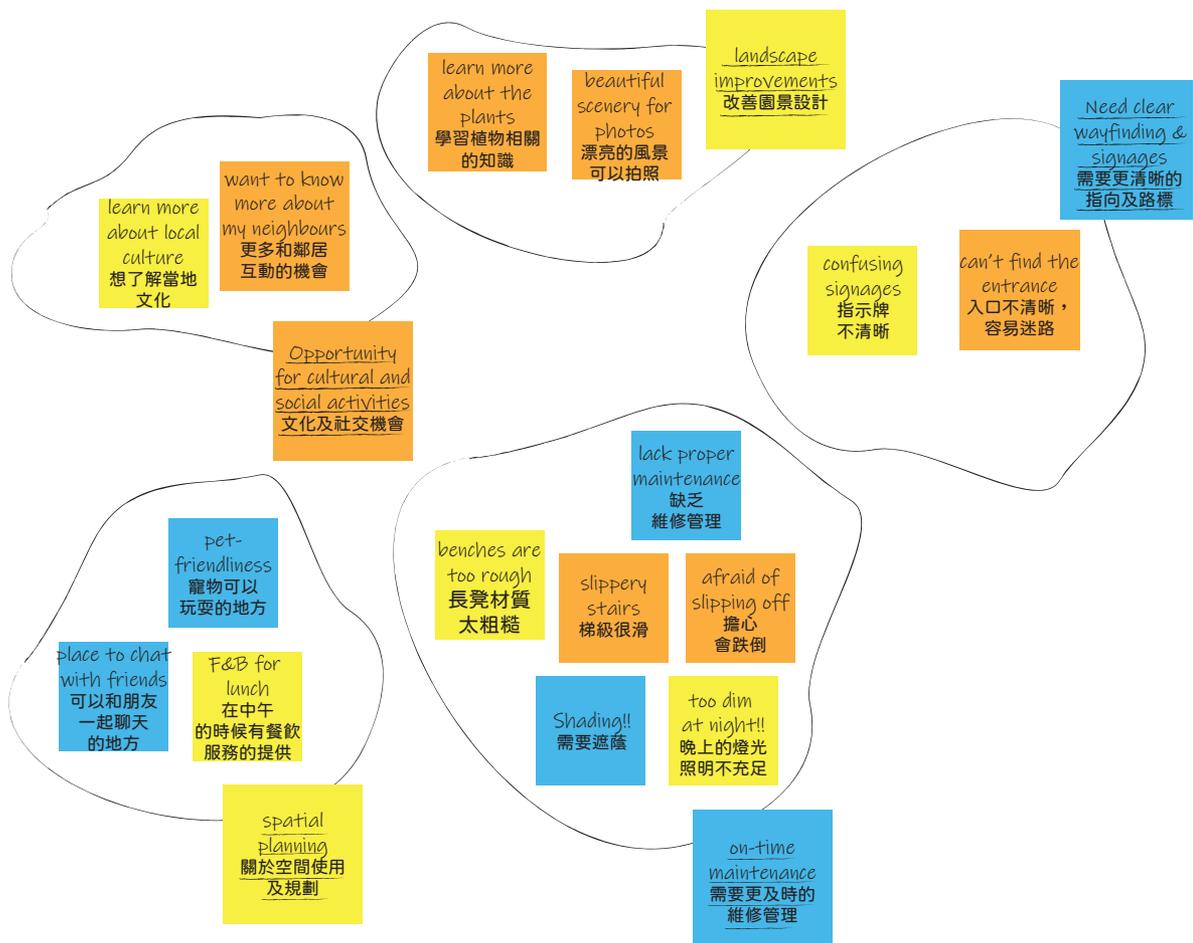
4→

Organise and Present!
整理及呈現！

Organise and create elaborations to support your insights by making use of your data. For example, visualising your tables of numbers into pie charts so that people can comprehend easily.

利用數據資料協助整理所得見解；例如將量性數據化成圓餅圖，令人容易理解。



Example
例子



Download
The Template Here
下載樣板

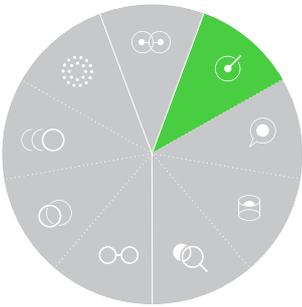


Priority Matrix
優先矩陣



Problem Statement

問題陳述



Objective 目標

Set out a concise description of the problem(s) for the team to be addressed in a POS

為團隊整理出公共空間相關問題的簡潔陳述

Expected outcomes 預期成果

預期成果

- Enable better understanding of the problem at early stage of the project
- Guide the team to work towards developing a solution
- Propose a preliminary direction for formulating an actionable and feasible solution to resolve or improve the problem
- 能夠在項目初期更清晰地釐清及了解問題
- 引導團隊制定出適合的解決方案
- 初步擬定一個可行兼能夠執行方向來解決問題或改善現況

Suggested Time 建議時間

20-30

Minutes
分鐘

Level of difficulty 難易程度

Moderate
中等

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- Problem Statement Template and pen
- 問題陳述樣板和筆

Achieving more 想達成更多？

To collect user data
收集使用者數據



Related tools 相關工具

Ingredient 1 原素一



Empathise 易地而處

Interview
Online Survey
Observation
Street Polling
Focus Group

訪問 P.16
網上問卷 P.22
觀察 P.26
街頭投票 P.32
焦點小組 P.38

To identify stakeholders and/or
your preliminary problem group(s)
找出相關持份者及/或初步釐定問題



Ingredient 2 原素二

Define 問題定義

Stakeholders Map
Problem Extraction &
Priority Matrix

持份者地圖 P.48
提取問題及
優先矩陣 P.54

To translate problem into
potential opportunities
把問題變成潛在的機遇



How Might We

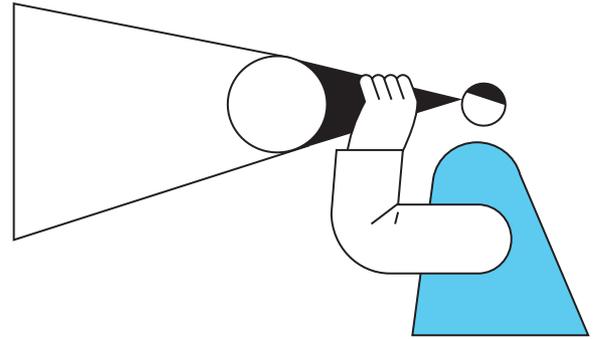
「我們如何」問句 P.64



Scenario
情境

A waterfront promenade is undergoing renovation. After collecting users' opinions through street polling and focus groups, the working team would like to analyse and align on the problems faced by different groups of users.

海濱長廊正在進行翻新。透過街頭投票及焦點小組收集使用者的意見後，團隊希望能夠針對不同使用者所面對的問題來進行分析，探討出問題間的共同點。



Steps
步驟

1 →

Problem Extraction
提取問題

Identify patterns, themes and/or problems groups from the user data collected in Ingredient 1: Discover with users.

(You might want to use: **Problem Extraction**)

Facts as basis
有憑有據

嘗試由原素一：與使用者探索需求中所得的數據，辨識有關使用者的模式、主題和／或問題。

(你或希望使用的工具：提取問題)

2 →

Generation of Problem Statement
衍生問題陳述句子

Fill in the **Problem Statement** template individually or in pairs to identify existing missing gaps. You may come up with multiple **problem statements**.

Apply the four 'Ws' techniques to break down the problem and get to the root cause

- Who is experiencing the problem?
(You might want to use: **Stakeholders Map**)
- What is the problem?
- Where does the problem present itself?
(Where does the problem exist in the POS? /Where does the problem exist in the process?)
- Why does this problem matter?

Dig deeper
深入發掘

Insights as springboard for action
見解洞察

個人或兩人一組，填寫問題陳述樣板，得知有何不足之處。你可根據問題的複雜程度，製作多於一個問題陳述。

嘗試使用以下的「四何法」拆解問題，找出問題的根源

- 何人：誰在經歷這個問題？
(你或希望使用的工具：持份者地圖)
- 何事：甚麼問題？
- 何地：那個問題出現在哪裏？
(在公共空間何處？／在過程中何處？)
- 為何：那個問題為甚麼重要？



Steps
步驟

3→

Discussion
討論

Share your Problem Statement(s) with your group, discuss which Problem Statement(s) you would like to focus on as your future direction. Combining them and creating a new problem statement is also possible.

與你的小組分享你的問題陳述句子，討論哪句陳述會是往後集中探索的方向。合併不同的意見再製作成一個新的問句亦可。

Tips
秘訣

The Problem Statement should not be too broad or too narrow.

問題陳述不應過於空泛或仔細。

● Too broad

“Joggers want to have a **better** waterfront promenade because the paving is bad.”

How do the joggers define words like ‘better’ and ‘bad’? Try to elaborate a bit more.

● 過於空泛

「慢跑者想要一個**更好的**海濱長廊，因為地面鋪料很差。」

慢跑者如何定義「好」和「差」？嘗試闡述得詳細一點。

● Too narrow

“Joggers **want the surface to be revamped with synthetic rubber** because the paving is poorly maintained and rugged.”

The problem statement becomes too narrow when it limits its potential to allow ideation of solutions from the problem statement

● 過於仔細

「慢跑者**想用合成橡膠重鋪地面**，因為地面現時的鋪料保養不善及凹凸不平。」

這個問題陳述直接提出了解決方案，這樣會侷限了制定不同解決方案的想像空間。



Example
例子

Download
The Template Here
下載樣板



問題陳述 Problem Statement



Define
問題定義

User
用家

Joggers 慢跑者

need(s) a way / want(s) to
需要 / 想

What / Action
採取甚麼行動

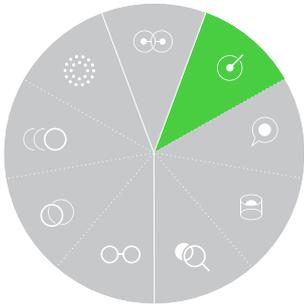
have a waterfront promenade that enables comfortable jogging
要一個令慢跑過程變得舒適的海濱長廊

Because
因為

Problem
問題

the surfacing is poorly maintained, rugged and unattractive
因為地面鋪料保養不善、凹凸不平和不吸引。

How Might We 「我們如何」問句



Objective
目標

Transform problems into
design opportunities

把問題變成設計的機遇

Expected outcomes
預期成果

- Encourage brainstorming and change of perspective in formulating applicable solutions
- Define and expand the scope of the project
- 鼓勵在構思及在想像可行方案時改變固有看法
- 確立及擴展項目的範疇

Suggested Time
建議時間

20-30

Minutes
分鐘

Level of difficulty
難易程度



Moderate
中等

Participants
參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed
所需物資

- How Might We template, pen, post-its
- 「我們如何」樣板、筆、便利貼

Achieving more
想達成更多？

Related tools
相關工具

To collect user data
收集使用者數據

Ingredient 1 原素一



Empathise
易地而處

Interview
Online Survey
Observation
Street Polling
Focus Group

訪問
網上問卷
觀察
街頭投票
焦點小組
P.16
P.22
P.26
P.32
P.38

To identify your preliminary
problem group(s)
找出相關持份者及/或初步釐定問題

Ingredient 2 原素二



Define
問題定義

Stakeholders Map
Problem Extraction &
Priority Matrix
Problem Statement

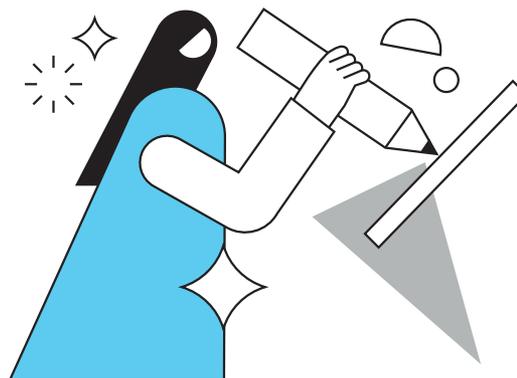
持份者地圖
提取問題及
優先矩陣
問題陳述
P.48
P.54
P.60



Scenario 情境

A waterfront promenade is undergoing renovation. After collecting users' opinions through street polling and focus group, the working team would like to analyse and align on the problems faced by different groups of users.

海濱長廊正在進行翻新。了解不同使用者面對的問題後，團隊想訂立未來的設計方向。



Steps 步驟

1 →

Problem Extraction 提取問題

Extract the formulated **Problem Statement** and think about the following questions:

- Which user group(s) is/ are concerned?
- What kind of change(s) is/ are demanded by the user(s)?
- What actions are required in order to address such a demand?

抽出問題陳述，並思考以下問題：

- 我們關注哪些使用者群組？
- 這些使用者要求哪種改變？
- 我們需要執行甚麼行動來應對這個需要？

2 →

Question Formulation 制定「我們如何」問句

Finish the **How Might We** question by filling in the **How Might We** template individually or in pairs. Develop as many **How Might We** questions as you can!

- # Experimentation
實驗精神
- # Insights as springboard for action
見解洞察

個人或兩人一組，填寫「我們如何」卡來完成「我們如何」問句。儘量造出不同的「我們如何」問句，開拓不同的可能性。

3 →

Discussion 討論

Share your **How Might We** question(s) with your group, discuss which **How Might We** question(s) you would like to focus on as your future direction. Combining them and creating a new question is also possible.

與你的小組分享你的「我們如何」造句，討論哪個「我們如何」問句會是你們往後集中探索的方向。合併不同的意見再製作成一個新的問句亦可。

Tips 貼士

The How Might We question should not be too broad or too narrow.

「我們如何」問句不應過於空泛或仔細。

● Too broad

“How might we design a **suitable** waterfront promenade for **everyone**, so that users can enjoy the space?”

The How Might We question is too broad that the problem is not adequately addressed.

● 過於空泛

「我們如何為**所有人**設計出一個**合適**的海濱長廊，令使用者能享受這個空間？」

「我們如何」提問太過空泛，未能充份地針對使用者的問題。

● Too narrow

“How might we **design a jogging trail** at the waterfront promenade for joggers, so that they can jog more comfortably?”

The How Might We question is too narrow when it has stated the exact solution.

● 過於仔細

「我們如何為慢跑者在海濱長廊設計一條**緩跑徑**，令他們可以更舒服地慢跑？」

「我們如何」提問太過仔細，已經直接指出了解決方案。

Use the following three factors to help you decide your next steps

下列三個因素有助你決定下一步行動的方向：

- Viability: Are there adequate manpower, resources and financial support for your design? Can it be run and operated on a long-term basis?
- Feasibility: Can the design be actualised using current technology level?
- Desirability: Does your design address different POS users' needs? How many stakeholders can be benefited from your design?
- You might increase the risks, costs, and potential for failure if these three factors are not taken into consideration.

- 可持續性：你有足夠的人力、物力、資源及資金支持你的方案嗎？你設計的項目可以長遠地運作嗎？
- 可行性：你的方案能夠利用現今的科技實行嗎？
- 渴望性：你的方案符合各種公共空間使用者的需要嗎？有多少持份者能夠從你的方案中得益？



Example
例子

Download
The Template Here
下載樣板



我們如何 How Might We



Define
問題定義

How might we 我們如何

What / Change
甚麼改變

design a jogging-friendly waterfront promenade
設計一個慢跑友善的海濱長廊

for
為了

User
用家

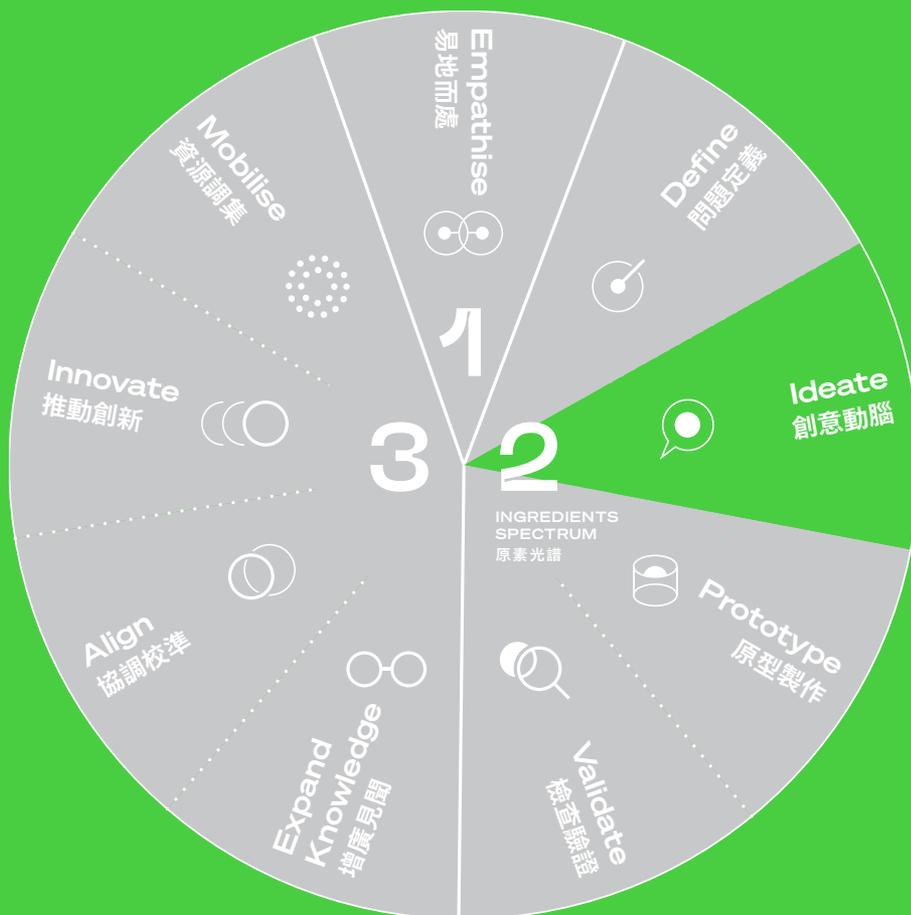
joggers 慢跑者

so that
以達致

What / Change
甚麼改變

they can jog more comfortably?
他們能更舒服地慢跑？

Ideate 創意動腦



What is Ideate?

Gather with open minds to produce as many ideas as they can address the problems in a judgement-free environment.

甚麼是創意動腦？

抱持開放的態度，在沒有批評的環境中一起構思大量不同的想法和方式來應對問題。

Tools include 包括以下工具

Ingredient 2 原素二



Define
問題定義



Ingredient 2 原素二

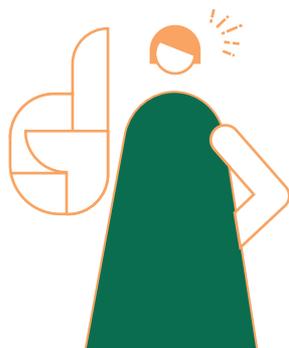


Ideate
創意動腦

What If Cards
如果卡



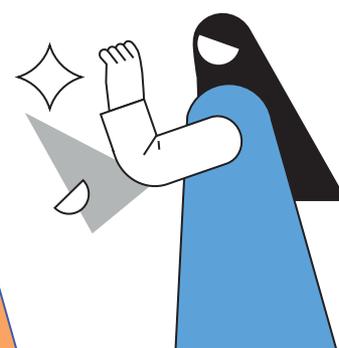
Inspiration Cards
靈感卡



Scamper Cards
創意檢核卡



Visualisation
by Collage
拼貼體現



What If Cards
Inspiration Cards
Scamper Cards
Visualisation by Collage

如果卡
靈感卡
創意檢核卡
拼貼體現

P.70
P.74
P.78
P.82

What If Cards

如果卡



Objective 目標

Brainstorm innovative and novel ideas 構思創新和與別不同的想法

Expected outcomes 預期成果

- Think beyond the box and generate more innovative ideas through pie-in-the-sky scenarios
- A large number of new ideas
- Boost creativity through ideas association
- 透過各項天馬行空的情景，跳出傳統的思維模式，創造更多新想法
- 大量的想法和意想不到的方案
- 透過聯想推動創意

Suggested Time 建議時間

20-30

Minutes
分鐘

Level of difficulty 難易程度

●○○○

Easy
容易

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- What If Cards, post-its and pen
- 如果卡、便利貼和筆

Achieving more 想達成更多？

To identify your preliminary
problem group(s)
初步釐定問題



Define
問題定義

Ingredient 2 原素二

Stakeholders Map
Problem Extraction &
Priority Matrix

持份者地圖 P.48
提取問題及優先矩陣 P.54

To translate problem into
potential opportunities
以容易理解的方式重新描述
問題和機會



How Might We

「我們如何」問句 P.64

To further ideate or narrow down
去構思新想法或收窄想法



Ideate
創意動腦

Inspiration Cards
Scamper Cards

靈感卡 P.74
創意檢核卡 P.78



Achieving more
想達成更多？

Related tools
相關工具

To put together your ideas
整合不同的新想法



Visualisation
by Collage

「我們如何」問句

P.64

Ideate
創意動腦



Low-fidelity
Model Making

簡易原型製作

P.88

Prototype
原型製作

Scenario
情境

The team would like to brainstorm some novel ideas to improve the accessibility and inclusiveness of parks, so that different user groups can access the park and promote interactions.

團隊想就改善公園的可達程度及共融性，構思一些創新的想法，令不同使用者都可以使用這個空間，以推廣交流互動。



Steps
步驟

1 →

Ideas Brainstorming
構思新想法

Open-minded
開放態度

Be visual
一目了然

Collaboration
團體合作

Experimentation
實驗精神

Focus on the **Problem Statement** or **How Might We statement**, brainstorm as many innovative ideas as you can using the **What If Cards** individually or in pairs. Write down or draw out ideas developed in the discussion on post-its.

個人或兩人一組，根據之前得出的**問題陳述**或「**我們如何**」**問句**，使用**如果卡**構思新想法，並把想法寫或畫在便利貼上。創新的解決方案越多越好。



Steps 步驟

2→

Share and Discuss 分享及討論

Share your ideas with your team by placing the post-its at a location where everyone can have a look. Your solutions might spark ideas for others too!

把你的便利貼貼在所有人都可以清楚看見的地方，再與大家分享你的想法。你的意見可能會為他人帶來一些新的想法！

3→

Ideas Documentation 記錄想法和意見

At the end of the session, take a photo to record your ideas for documentation purposes.

分享活動過後，拍張照片以記錄下所有過程中產生的想法和意見。

Tips 秘訣

- The more the merrier! Quantity over quality
- It's ok to be wild!
- Don't reject any ideas at this stage, all ideas are valuable!
- Visualise your idea by drawing it out!
- Stay focused on the issue you approach, don't get carried too far away by your imagination
- 多多構思無任歡迎！先重量後重質
- 讓想法馳騁！
- 在這個階段，任何想法一概接納，所有構想皆有價值
- 嘗試把你的想法繪畫出來！
- 專注在你要探索的議題上，不要被想像力牽引你偏離主題



Example
例子

What if
如果

You have all the
money you need
錢不是問題



What if
如果

You can make use of
technology or AI
你可以利用科技或人工智能



Inspiration Cards

靈感卡



Objective 目標

Get inspirations for ideas for my POS project

得到一些設計公共空間項目的新靈感

Expected outcomes 預期成果

- Generate tangible ideas to further develop my design
- Boost creativity through ideas association
- Provide ideas to extend and consolidate ideas for prototype making
- Facilitate prototyping by refining the ideas
- 衍生切實可行的想法，進一步發展設計意念
- 透過聯想推動創意
- 提供一些想法，藉此擴展和鞏固原型製作的意念
- 令意念更臻細緻，造就原型製作

Suggested Time 建議時間

20-30

Minutes
分鐘

Level of difficulty 難易程度

Easy
容易

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- Inspiration Cards , post-its and pen
- 靈感卡、便利貼和筆

Achieving more 想達成更多？

To identify your preliminary problem group(s)
初步釐定問題



Related tools 相關工具

Ingredient 2 原素二



Define
問題定義

Stakeholders Map
Problem Extraction &
Priority Matrix

持份者地圖
提取問題及
優先矩陣

P.48

P.54

To translate problem into potential opportunities
以容易理解的方式重新
描述問題和機會



How Might We

「我們如何」問句

P.64

To further ideate or narrow down
去構思新想法或收窄想法



Ideate
創意動腦

What If Cards
Scamper Cards

靈感卡
創意檢核卡

P.70

P.78

To put together your ideas
整合不同的新想法



Prototype
原型製作

Low-fidelity
Model Making

簡易原型製作

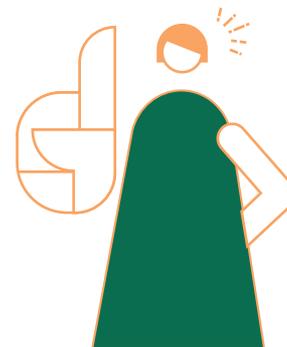
P.88



Scenario 情境

The team would like to brainstorm ideas to improve the accessibility and inclusiveness of parks, so that different user groups can access the park and promote interactions.

團隊想就改善公園的可達程度及共融性，構思一些新想法，令不同使用者都可以使用這個空間，以推廣交流互動。



Steps 步驟

1 →

Inspiration Cards-driven Discussion 使用靈感卡開始討論

The **Inspiration Cards** cover the 4 PEST factors (Policy, Economical, Social and Technological) and are categorised according to the 5 UN-Habitat Dimensions for Quality Public Space Assessment. Each participant can randomly draw 3-5 cards. After drawing the cards, pick out the **Inspiration Cards** you find applicable to your project to narrow down the scope of discussion for prototype testing. If none of the cards you picked are suitable, draw another 5 cards. If you have time, go through the entire stack! Write down your findings on post-its and share with your team.

You may think of the following questions:

- Why is this element important to my project?
- How can this element help improve the ideas?
- How can this element make my ideas practical enough to create a prototype?

Open-minded
開放態度

Be visual
一目了然

Collaboration
團體合作

Experimentation
實驗精神

靈感卡涵蓋四個 PEST 因素（政策【Policy】、經濟【Economical】、社會【Social】及科技【Technological】），以五個聯合國人居署優質公共空間評核範疇進行分類。每位參加者可以隨機抽取三至五張卡。各人抽出靈感卡後，挑選自己認為適用於項目的靈感卡，由此收窄測試原型時的討論範圍。如果你覺得抽取的卡皆不合用，可重新再抽取五張。若然時間許可，翻閱所有靈感卡吧！用便利貼寫下你的發現，並與你的團隊分享。

你可以考慮以下的問題：

- 為何這個元素對我的項目重要？
- 這個元素如何幫助改善項目的意念？
- 這個元素如何令我的意念更切合實況，足以製成原型？



Steps

貼士

2→

Inspiration Cards Grouping 將靈感卡分組

Find the relationships between the Inspiration Cards and group similar ideas together in preparation for the prototype.

找出靈感卡之間的關係，將相似的想法組合在一起，為製作原型做準備。

Tips

貼士

- The more the merrier! Quantity over quality
- It's ok to be wild!
- Don't reject any ideas at this stage, all ideas are valuable!
- Visualise your idea by drawing it out!
- Stay focused on the issue you approach, don't get carried too far away by your imagination
- 多多構思無任歡迎！先重量後重質
- 讓想法馳騁！
- 在這個階段，任何想法一概接納，所有構各有價值
- 嘗試把你的想法繪畫出來！
- 專注在你要探索的議題上，不要被想像力牽引你偏離主題



Example
例子

Age Friendly
長者友善

Comfortable Benches
有舒適的長凳

More Social Space To Interact With Neighbours
聊天的空間

Bigger Font Size For Wayfinding
清晰的指示牌和路標

Social 社會

Amenities & Furniture 設施及配套

Pedestrian Friendly
行人友善

Plenty Of Lighting At Night
充足照明

More Entrance Which Connect To Streets & Stations
連接街道和車站的出入口

Economic 經濟

Use & User 用途及使用者

Wellbeing
健康

More Vegetation
多些植物

High Quality Drinking Fountains
提供優質的飲水機

Social 社會

Comfort & Safety 舒適及安全

Tourism
旅遊

A Space With Strong Identity And Character
別樹一格的設計風格

Nice View For Taking Photos
好看的風景拍照打卡

Tourist Information Kiosk
遊客資訊亭

Economic 經濟

Use & User 用途及使用者

Scamper Cards

創意檢核卡



Objective 目標

Select or narrow down ideas by **Substituting, Combining, Adapting, Modifying, Putting to other use, Eliminating & Reversing.**

透過替代、結合、調整、修改、改變用途、刪除及重組來選擇或收窄不同的想法

Expected outcomes 預期成果

- Formulates narrowed, consolidated ideas
- 收窄且整合想法

Suggested Time 建議時間

10-30

Minutes
分鐘

Level of difficulty 難易程度

Moderate
中等

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- Scamper Cards
- 創意檢核卡

Achieving more 想達成更多？

To brainstorm ideas
構思新的想法

To put together your ideas
整合不同的新想法

Related tools 相關工具

Ingredient 2 原素二



Ideate
創意動腦



Prototype
原型製作

What-if Cards
Inspiration Cards

如果卡
靈感卡

P.70
P.78

Visualisation
by Collage

拼貼體現

P.82

Low-fidelity
Model Making

簡易
原型製作

P.88



Scenario 情境

After brainstorming ideas with users and stakeholders, the working team would like to narrow down the ideas for design development for a public play space.

與使用者和持份者構思了大量的想法後，工作團隊想整合及收窄這些想法，為一個公共遊樂空間進一步推進設計。



Steps 步驟

1 →

Using Scamper Cards 使用創意檢核卡

Individually or in pairs, select or narrow down ideas by using the **Scamper Cards**: Substituting, Combining, Adapting, Modifying, Putting to other use, Eliminating And Reversing.

Open-minded
開放態度

Be visual
一目了然

Collaboration
團體合作

Experimentation
實驗精神

個人或兩人一組，使用**創意檢核卡**；透過替代、結合、調整、修改、改變用途、刪除及重組來選擇或收窄不同的想法。

2 →

Share and Discuss 分享及討論

Share your ideas with your team and discuss which ideas you will adopt

與你的團隊分享你的想法，討論將採納的意念。

Tips 秘訣

- Be constructive, not destructive
- Instead of getting defensive, try to delay your judgement.

- 時刻抱有建設性的態度
- 不要太早下判斷

Example
例子Adapt
迎合法

New design to accommodate
the new users' needs
更新設計以迎合嶄新的使用者需求

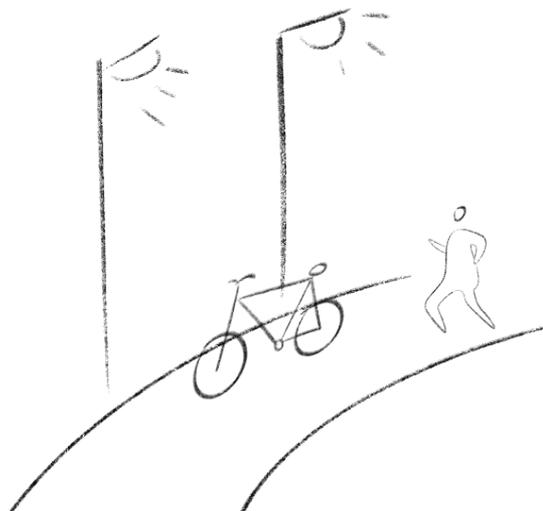
Combine
結合法

Combine different designs, ideas,
people or concepts
結合不同的設計、想法、人或概念





Integrate Pet-friendly Facilities
To Existing Amenities
將寵物友善配套融入現有設施



Well-lit Shared Pathway Powered By
Solar Energy
備有太陽能照明的共融通道

Visualisation by Collage

拼貼體現



Objective 目標

Mix-and-match different design elements to create a cohesive yet innovative design

混搭不同的設計元素來創造一個既富凝聚力又創新的設計

Expected outcomes 預期成果

- Generate visualised innovative design ideas and allows further ideation
- 衍生足以體現創新設計的想法並將之視象化，進一步激發創意

Suggested Time 建議時間

30-50

Minutes
分鐘

Level of difficulty 難易程度

Difficult
困難

Participants 參加者

- Team size of 2-8
- 2至8人隊伍

Equipment needed 所需物資

- Paper, collage cut-outs, post-its, pen
- 紙、拼貼圖片、便利貼和筆

Achieving more 想達成更多？

Related tools 相關工具

To brainstorm ideas
構思新的想法



Ideate
創意動腦



What-if Cards
Inspiration Cards
Scamper Cards

如果卡
靈感卡
創意檢核卡

P.70
P.74
P.78

To prototype your design
就你的設計製作原型



Prototype
原型製作



Low-fidelity
Model Making

簡易
原型製作

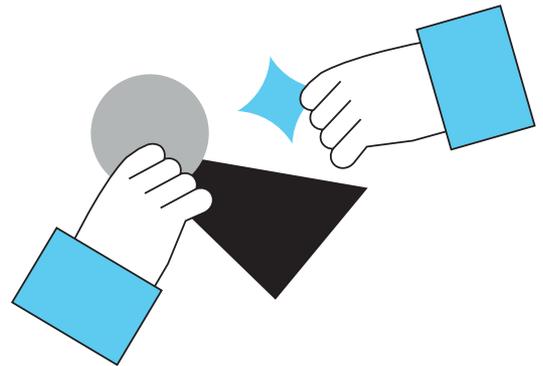
P.88



Scenario 情境

The working team would like to invite neighbours to participate in the park design process, but the neighbours do not have experience in design. The team wants to engage the neighbours by making a simple collage, so that they can express their opinions on the design.

團隊想邀請區內的居民參與設計公園的過程，但居民們都沒有設計的經驗。於是，團隊希望透過簡單的拼貼畫，讓居民也能夠表達自己對設計的看法。



Steps 步驟

1 →

Material Preparation 準備物資

Prepare some cut-outs and post-it notes related to your initial ideas. Try to be creative with the design of your materials and include a variety of items to pick from.

預備一些與你初步意見相關的拼貼圖片及便利貼。嘗試囊括多樣的設計元素，以供選擇。

2 →

Collage Production 製作拼貼畫

Make a picture collage with the cut-outs that shows how you are dealing with the problem. You can draw new elements on post-its if the cut-outs are insufficient to express your idea fully.

Open-minded
開放態度

Be visual
一目了然

Collaboration
團體合作

Experimentation
實驗精神

製作一幅拼貼畫來演繹你如何應對相關的問題。如果拼貼圖片不足，可在便利貼上畫下新的元素加入其中。

3 →

Collage Discussion 拼貼畫討論

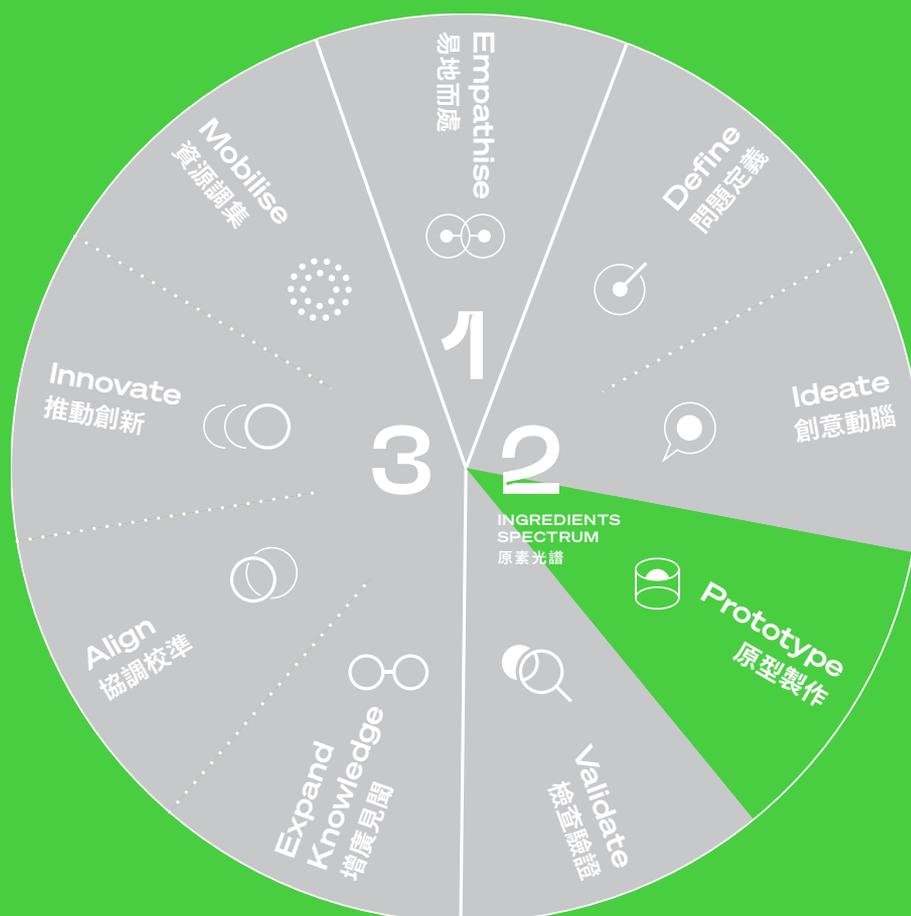
Describe and explain the collage, and try to expand conversations for further ideating.

描述並解釋你的拼貼畫，嘗試由此出發，討論更多激發創意動腦的想法。

Example
例子



Prototype 原型製作



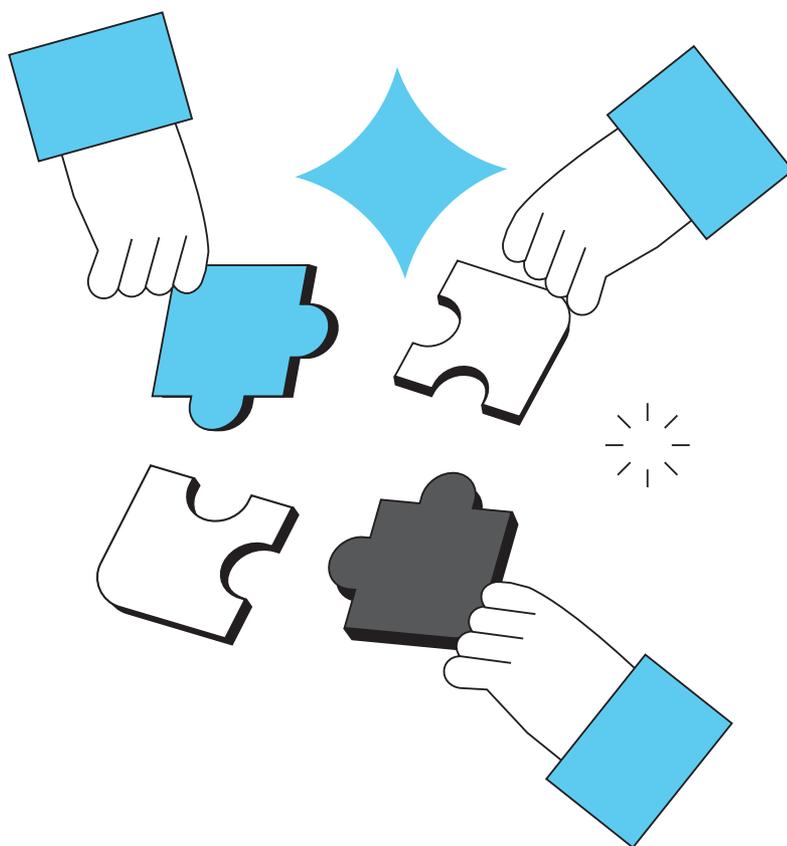
What is Prototype?

Produce an early, inexpensive, and scaled down version of the solution in order to reveal any problems with the current design.

甚麼是原型製作？

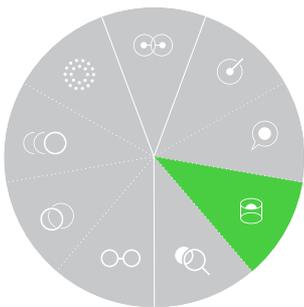
製作一個初期、廉宜及小規模的試驗樣本，藉此測試你的解決方案，找出需要改善之處。

Tools include 包括以下工具



Low-fidelity Model Making

簡易原型製作



Objective 目標

Test if my design is desirable by the users
and improve before implementing

在落實設計前測試及加以改善內容，讓設計更貼
合使用者渴求

Expected outcomes 預期成果

- Allow users to experience the product first hand
- Use minimal time and cost to make instant changes and test new iterations with rudimentary versions, while also maximising accessibility for collection of users' feedback
- Enable real-time troubleshooting of the prototype and improve your design
- 讓使用者率先體驗
- 以最少的時間和成本進行即時更改，並使用基本版本進行反覆測試，同時觸及最多使用者以收集反饋
- 實時找出原型的問題及能夠及時改進設計

Suggested Time 建議時間

2-3

Hours
小時

Level of difficulty 難易程度

Moderate
中等

Participants 參加者

- 5-15
- 5 至 15 人

Equipment needed 所需物資

- Depending on the method you choose, but generally you will need post-its & pen for iterating your model
- 視乎你選用的方法，一般需要便利貼和筆去重複測試模型

Achieving more 想達成更多？

To ideate ideas for
creating prototype
用以構思，以想法製作原型

Related tools 相關工具

Ingredient 2 原素二



What-if Cards 如果卡 P.70
Inspiration Cards 靈感卡 P.74
Scamper Cards 創意評核卡 P.78
Visualisation by Collage 拼貼體現 P.88

To validate your prototype
用以驗證原型



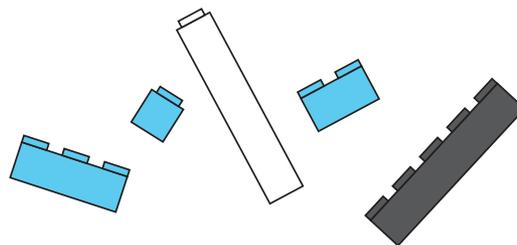
User Journey Map 使用者旅程圖 P.94



Scenario 情境

The team has developed an initial design concept for the park and they would like to gain initial feedback from users to improve and further develop their design using Lego.

團隊已經為公園制定了初步的設計概念，他們想透過樂高，獲得使用者的反饋，去進一步推進設計。



Steps 步驟

1 →

Decision-making and Planning 決策及擬定計劃

Develop a plan for prototyping:

- What are the main features or design ideas you want to test?
- Who, where and how can we bring this prototype to test for target participants?
- What's the timeframe?

撰寫一個原型製作計劃：

- 你想測試的設計是甚麼？
- 我們可以將這個原型帶給誰人或到哪處測試？以甚麼方式進行？
- 如何分配測試環節的時間？

2 →

Pick your prototype medium 決定用作建立原型的媒介

There are various methods to build a low-fidelity model for prototyping, for example:

- Lego blocks
- Sketching
- Cardboard models
- Minecraft

可透過多種媒介製成一個簡易的模型，例如：

- 樂高積木
- 素描
- 紙板模型
- Minecraft

選取目標使用者最方便能用，並可讓他們靈活或即時更改的製作媒介

Pick a medium that is most accessible to your target users and allow flexibility for immediate changes.



Steps
步驟

3→

Prototype and Refine!
利用原型收集意見

#

Open-minded
開放態度

#

Experimentation
實驗精神

#

Collaboration
團體合作

#

Responsive & iterative
持續改進

#

Empowerment
賦能授權

Now, it's time to build your prototype!
Receive comments from users, refine and
mark down the changes

是時候建立你的設計原型。現在收集來自使用者的意見，改良並標記任何設計改動。

Tips
秘訣

When deciding which medium your team would choose to build your prototype, consider the following points:

你的團隊議決選用哪種媒介製作原型時，請考慮以下幾點：

- Who are your target users? Is the medium you selected user-friendly enough? If not, do you have enough manpower to walk through them step-by-step? (e.g. If you have selected a medium that requires technology input, do your target users have sufficient technological literacy? Do they have the devices required or are the required devices easily accessible?)
- What kind of elements do you want to test? Is the medium you selected sufficient to visualise them?
- The medium that allows the most flexibility is always the best choice to go for, the easier it is to iterate, the more capacity you have to test your prototype

- 誰是你的目標使用者？你選擇的媒介是否適合使用者？有沒有足夠的人手向使用者逐步解說？（例如：若選擇了較高科技的媒介，目標使用者是否具備足夠的科技知識理解如何使用？他們又是否擁有所需裝置，或那些裝置是否容易獲取？）
- 你希望測試哪些元素？你選擇的媒介是否足以體現那些元素？
- 能讓人靈活發揮的媒介一般是較佳的選擇，靈活性讓你更容易進行反複測試，試驗更多元素

一起製作原型吧！

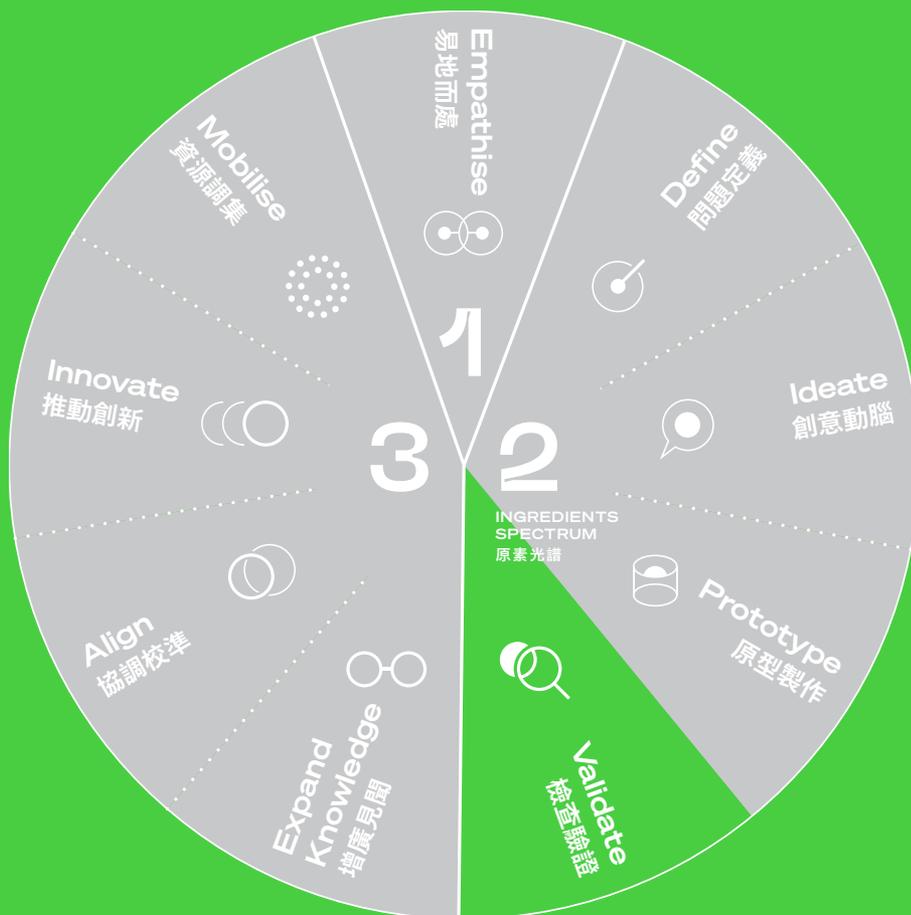
Build it together!



Example
例子



Validate 檢查驗證



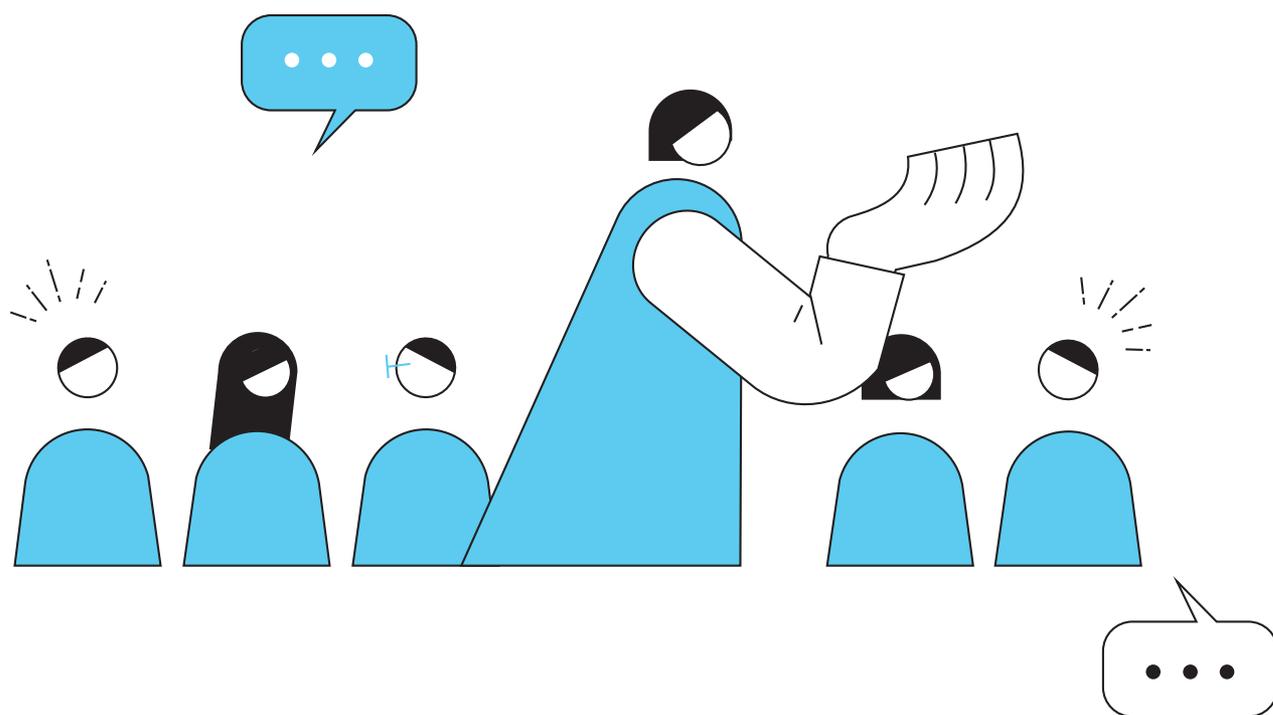
What is Validate?

Generate user feedback on your design solution, use this feedback to validate whether the project is successful or not.

甚麼是檢查驗證？

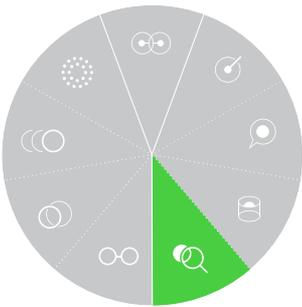
為你的設計方案收集使用者回饋的意見，以此驗證項目是否成功解決問題。

Tools include 包括以下工具



User Journey Map

使用者旅程圖



Objective 目標

Validate if the design is enjoyed by the users, or if the problem identified previously have been alleviated

驗證使用者是否樂在採用我的設計，或驗證設計是否減輕了早期察覺的問題

Expected outcomes 預期成果

- Visualise a POS user's experience from beginning to end to reveal whether users' expectations are met for validation of POS project success and areas for improvements
- Identify aspects and problems of the POS project for improvements
- 以視象形式呈現公共空間使用者的體驗，藉此揭示設計能否滿足他們的期望，由此驗證公共空間項目成功與否，並確認需要改善的地方
- 確認公共空間項目需要改善之處及箇中問題

Suggested Time 建議時間

30-60

Minutes
分鐘

Level of difficulty 難易程度

Moderate
中等

Participants 參加者

- Team size of 2-8
- 2 至 8 人隊伍

Equipment needed 所需物資

- **User Journey Map** Template, pens, Post-its
- **使用者旅程圖** 樣板、筆、便利貼和馬克筆

Achieving more 想達成更多？

To further ideate for solutions if needed
構思更多方案解決問題

Related tools 相關工具

Ingredient 2 原素二



Ideate
創意動腦

Ingredient 1 原素一

Inspiration Cards 靈感卡

P.74

To share project success or gain project experience
用以分享項目成功或獲取經驗

Ingredient 3 原素三



Expand Knowledge
增廣見聞

Expand Knowledge: Content & Method Cards

增廣見聞：
主題卡及方式卡

P.106



Achieving more
想達成更多？

Related tools
相關工具

To improve in future projects
改善未來的項目

Ingredient 3 原素三



Align
協調校準



Mobilise
資源調集

Topic Cards

題目卡

P116

Task Cards &
Resource Cards

工作項目卡及
資源卡

P142

Other than Validation, this
tool can also be used to gain
in-depth understanding
from users

Ingredient 1 原素一



Empathise
易地而處

Interview

訪問

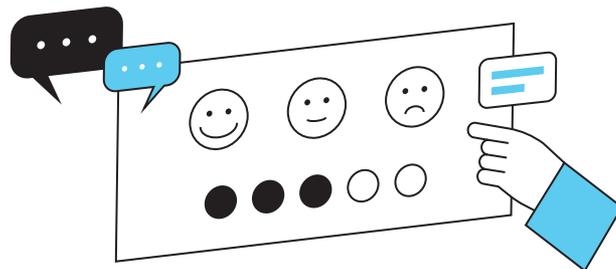
P16

除了檢查驗證以外，以下工具亦
可協助從使用者身上獲得更深
入的見解

Scenario
情境

A park renovation project was completed recently, the management team is looking for methods to identify and validate whether previously identified problems are alleviated or not.

機構最近完成了一個公園設計改造項目。管理團隊希望通過使用者的真實體驗來驗證是否有效緩解了早前發現的問題。



Steps
步驟

1 →

Look for user(s) of the POS
尋找該公共空間的使用者

You can use the **User Journey Map** template to invite POS users to share their actual experience with you. If you want to engage with multiple stakeholders, use different colours to chart their journeys and compare the differences.

透過**使用者旅程圖**，邀請公共空間使用者與你分享在該公共空間的一次體驗。若有不同的持份者，可以使用不同的顏色筆繪製旅程圖以茲識別，方便進行對比。



Steps
步驟

2→

User Profile Writing
填寫使用者檔案

- ① Fill in the user's name, demographic attributes and special needs (e.g. child, teenager, elderly/retiree, special needs, wheelchair user, commuter, pet owner, etc.) on the top left corner.
 - ② In the upper-right corner of the map, write what this user wants in this POS.
- ① 在圖中左上角填寫使用者的姓名、基本資料及他們的特殊需要（例如：兒童、青少年、長者、退休人士、特殊需要人士、輪椅人士、上班族及寵物主人）。
 - ② 在圖中右上角寫下這位使用者希望在有關公共空間實現的事情。

3→

Experience Timeline Production
製作體驗時間線

From the time the user enters the POS, walk through the journey in the POS together with the user step by step. By creating mental imagery of how the user experiences the POS, they can recall their experiences and needs more easily.

● **For Where?**

From left to right, write down the location that the user has visited in the POS chronologically.

● **For What are they doing?**

Write down the activities that the user did in each of the locations on the post-its. Stick the post-its to its corresponding location.

● **For How do they feel?**

Mark down the feeling of the user at each location on one of the dotted lines representing happy, satisfied or unhappy. Join the plots to form a line of feeling changes. Infer whenever the user did not specify.

- # Dig deeper
深入發掘
- # Observe for revelation
細心觀察
- # Insights as springboard for action
見解洞察

藉着製作時間線，逐步了解使用者由進入那個公共空間開始，使用該公共空間的種種經歷。通過這種做法，在使用者腦海中建立意象，日後可更容易記起那些體驗和需求。

● **從哪裏出發？**

由左至右順序寫下使用者到訪過公共空間的各個地點。

● **他們在做甚麼？**

在便利貼上寫下使用者在每個地點的活動，貼在相應的時間點上。

● **他們感覺如何？**

在代表快樂、滿意或不快樂的虛線上，標示使用者在每個地點的感受，透過連線表現從中的情感變化。若使用者未有指明，請自行推斷。



Steps
步驟



User Journey Validation
驗證使用者旅程

Validate the success of your POS project with reference to the experiences of the user at each specific location.

● **For What does this imply?**

Judge whether the location has provided an experience that fulfils the user's goal to achieve.

Empowerment
賦能授權

Responsive and iterative
持續改進

參考使用者在各個特定地點的體驗，驗證你的公共空間項目成功與否。

● **這意味了甚麼？**

判斷特定地點能否滿足使用者旨在於那處獲得的體驗。

Tips
貼士

- Use the Five Whys to gain in-depth understanding (Refer to p.18 for details)

- 運用「五個為甚麼」提問技巧，深入理解背後原因 (詳項請參考第 18 頁)

Example
例子



User Journey Map 使用者旅程圖

USER PROFILE
使用者檔案

Mr. Chan

Name
姓名及基本資料

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 ?

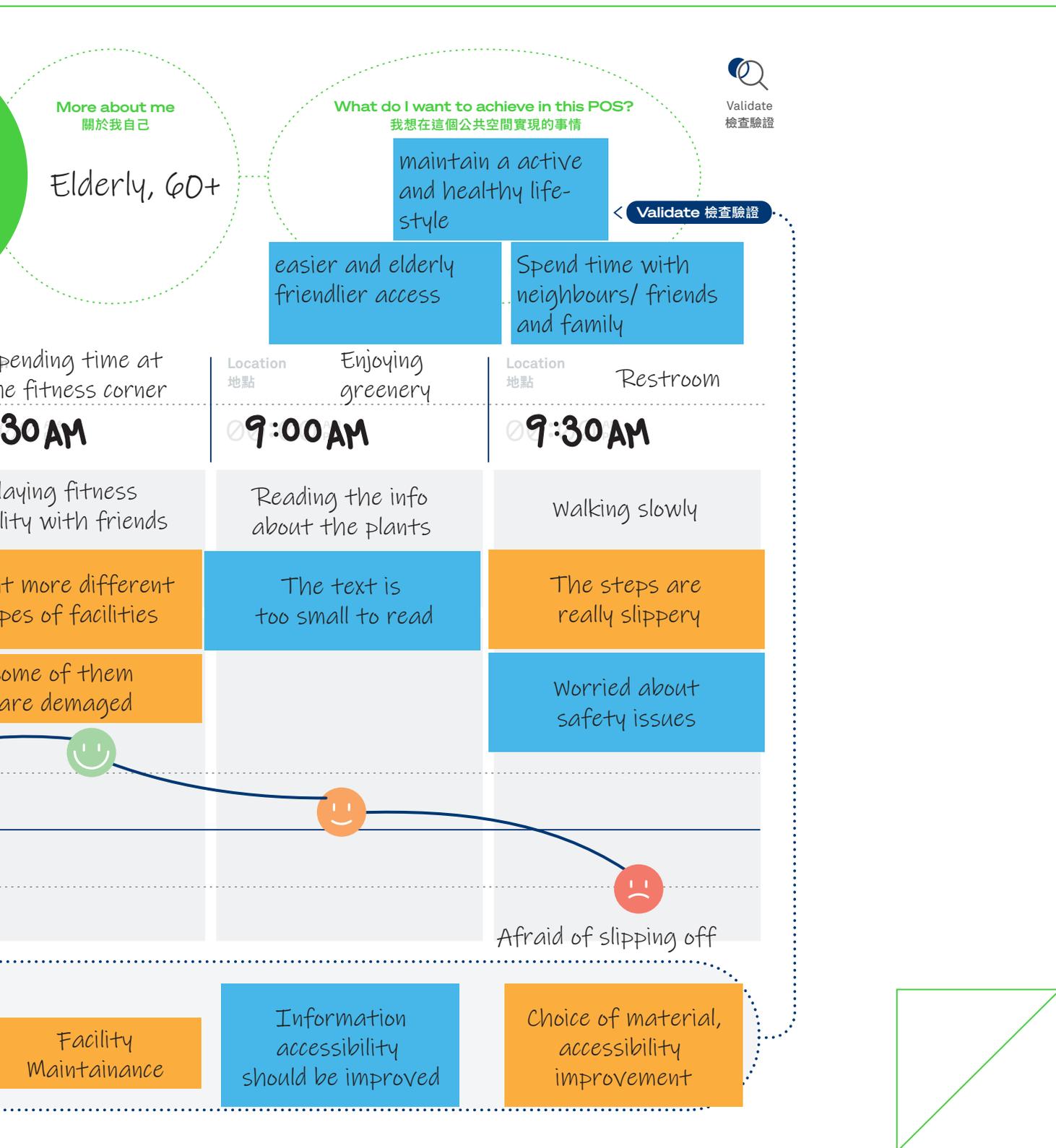
What does this imply?
這帶出了甚麼 ?

Location 地點	Location 地點	Location 地點
Finding entrance	stay at the resting area	Spend the f
7:00 AM	7:30 AM	8:30
What kind of activities 在幹甚麼活動 Looking for pathway to meet his friends	Chatting with his friends on the bench	Playing facility
The signage is unclear and hard to read	The rough wooden bench are a bit uncomfortable	Want m types
The entrance is not easy to be found	Shaded area needed	some are
Happy 快樂	good to see his friend	
Unhappy 不快樂	get lost	
The accessibility and signage system should be improved	Enhance the resting facilities and environment (materials, quantity etc.)	





Download
The Template Here
下載樣板



Example
例子User Journey Map
使用者旅程圖USER PROFILE
使用者檔案

陳先生

Name
姓名及基本資料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 ?What does this imply?
這帶出了甚麼 ?Location
地點

入口

7:00 AM

What kind of activities
在進行甚麼活動

尋找方向去見朋友

指示牌和路標不清晰
、不容易理解Pl
在

很難找入口

Happy
快樂Unhappy
不快樂

迷路

Location
地點

長凳

7:30 AM

和朋友一起聊天

長凳的材質太粗糙
，不舒服

需要遮蔭



遇見朋友很開心

Location
地點

老

8:30 AM

和

想要

缺

需要

需要更清晰的
指向及路標改善休息區域
的設施和環境

需要



Download
The Template Here
下載樣板



Ingredient

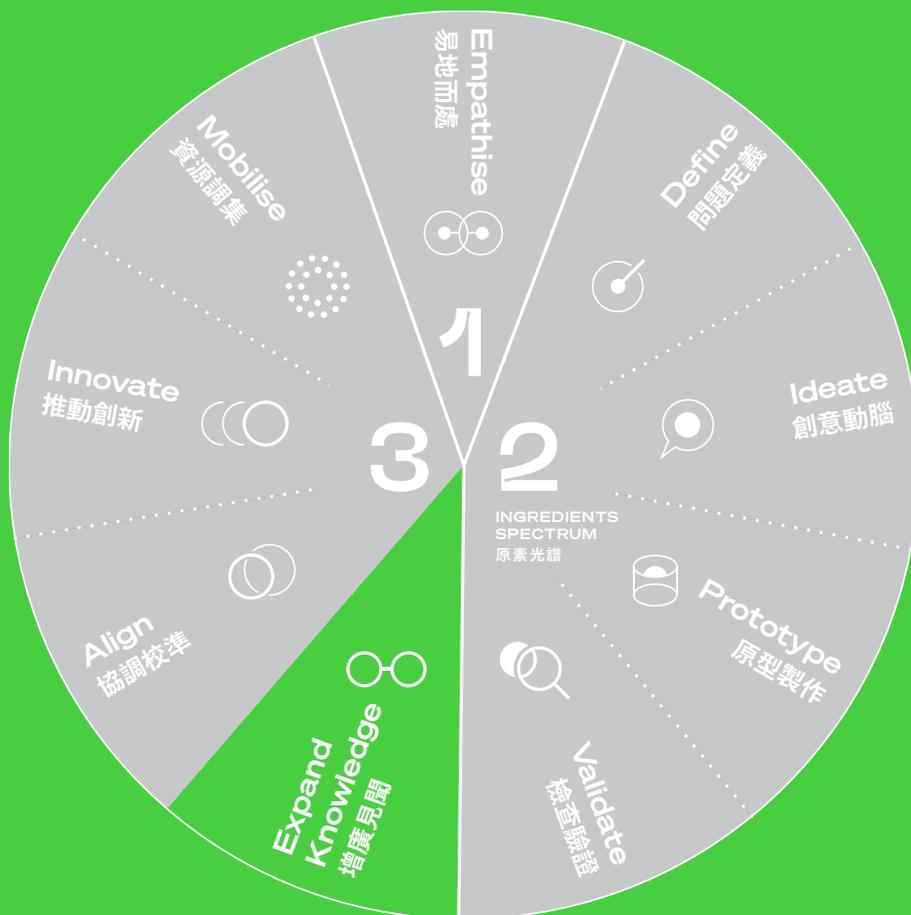
元素

3

**Deliver Innovation
with Teams**

與團隊實現創新做法

Expand Knowledge 增廣見聞



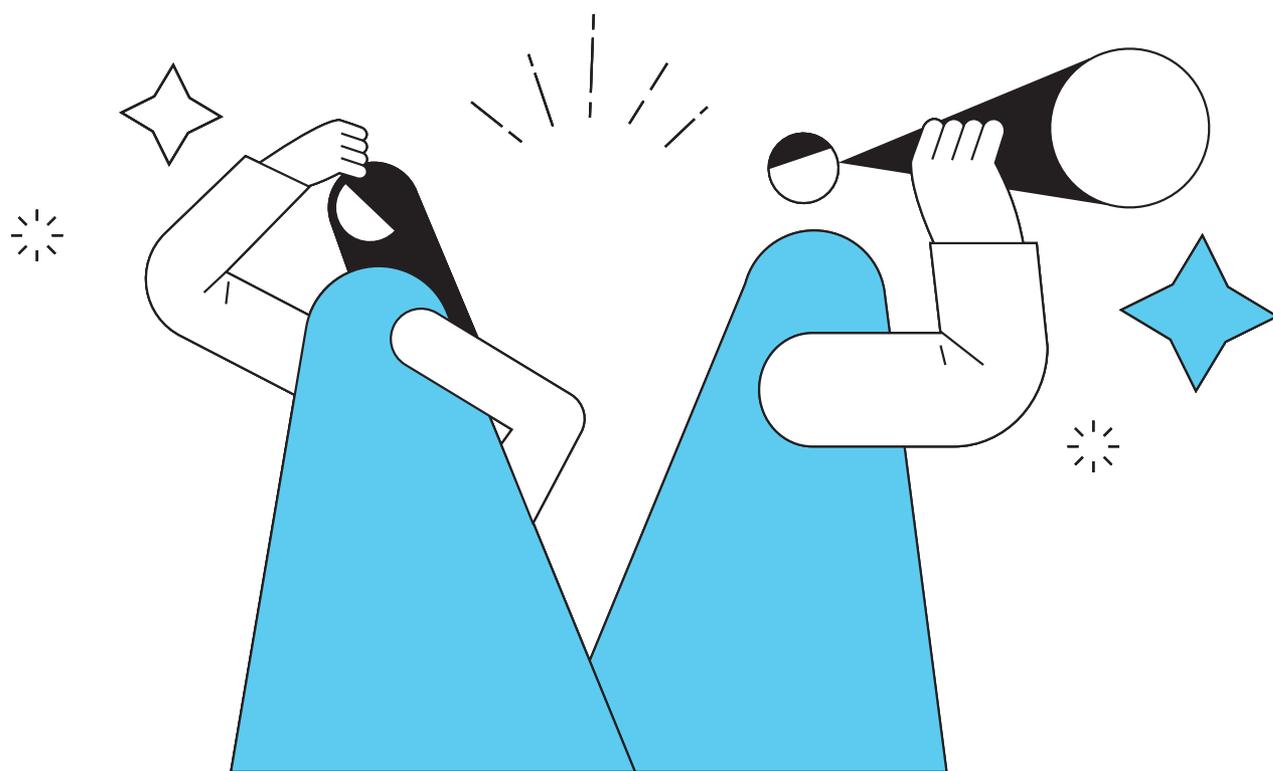
What is Expand Knowledge?

Build capacity and knowledge so that the team can acquire experiences and information to better prepare for launching an innovative POS project.

甚麼是增廣見聞？

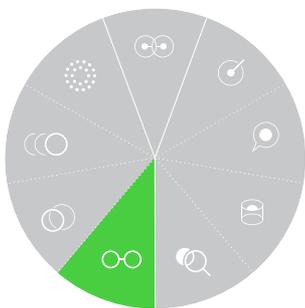
透過獲得更多經驗和資訊，增進團隊的能力及知識，為日後能夠推出創新項目好好準備。

Tools include 包括以下工具



Expand Knowledge: Content & Method Cards

增廣見聞： 主題卡及方式卡



Objective 目標

Disseminate knowledge to others and determine the best way of sharing insights.
與他人傳達知識，判斷與人分享見解的最佳方式

Expected outcomes 預期成果

- Recognise expert knowledge needed to tackle problems
- Facilitate meaningful knowledge exchange
- Discover new methods of sharing that are appropriate for different target audiences
- Cultivate and build internal capacity for a culture of learning
- 辨識解決問題所需的專業知識
- 促進有意義的知識交流
- 發掘適合與不同目標受眾分享的新方法
- 培養和建立組織內部的學習文化

Suggested Time 建議時間

60

Minutes
分鐘

Level of difficulty 難易程度

Easy
容易

Participants 參加者

- Team size/ ideal size of a working group: 5-8
- 團隊大小以 5 至 8 人為佳

Equipment needed 所需物資

- Content Cards & Method Cards
- Resource/Groundwork: Topic specific or project specific materials, resources, graphics or any information to facilitate the decision-making process involved with the tool.
- 主題卡及方式卡
- 資源 / 基本資料：任何能配合此工具促進決策過程的題目或項目資料、圖像或影像。



Achieving more
 想達成更多？

Related tools
 相關工具

<p>To identify who to align with 辨識與誰校準一致</p>		<p>Ingredient 2 原素二</p> <p>Stakeholders Map 持份者地圖</p>	<p>P.48</p>
<p>To identify a problem needing new knowledge input 辨識需要新知識協助的問題</p>	<p>Define 問題定義</p> 	<p>Problem Extraction & Priority Matrix 提取問題及 優先矩陣</p>	<p>P.54</p>
<p>To apply the knowledge exchanged when facilitating alignment between teams and departments 應用新知識，促進團隊和部門協調 校準一致</p>	<p>Align 協調校準</p> 	<p>Ingredient 3 原素三</p> <p>Topic Cards 題目卡</p>	<p>P.116</p>
<p>To cultivate a culture for new ideas and innovation 培養新思維和創新文化</p>	<p>Innovate 推動創新</p> 	<p>Innovation Ladder 創新階梯</p>	<p>P.132</p>
<p>To plan, review and apply new POS planning ideas in future tenders 在未來的招標項目中規劃、審查和 應用新的公共空間規劃理念</p>	<p>Mobilise 資源調集</p> 	<p>Task Cards & Resource Cards 工作項目卡及 資源卡</p>	<p>P.142</p>

Scenario
 情境

The Project Department of a POS development is exploring ways to inform and educate the public on the safety of the adventurous play elements being proposed.

機構內有一個負責開發公共空間的項目部門，部門工作團隊正在探索如何告知和教育公眾關於冒險遊戲設施的安全。



Steps
步驟

1 →

Identify Topic of Discussion
辨識討論主題

Relevant discussion topic(s) or project(s) of interest should be identified. To facilitate a fruitful discussion, prioritise and gather any supplemental graphic (e.g. drawings, past presentations) or physical (e.g. models, material samples) resources that can be referenced in the discussion. Define who your target audience is.

首先需要辨識相關的討論主題或感興趣的項目和確立目標受眾，優先考慮並收集任何可於討論中引用的圖像（例如圖紙及過去的演示文稿）或實物（例如模型及材料樣本），用以促進饒富成果的討論。

（你或希望使用的工具：**提取問題及優先矩陣**）

（You might want to use: **Problem Extraction & Priority Matrix**）

2 →

Identify Useful Content for Expanding Knowledge
辨識有用的主題，增廣見聞

Each **Content Card** contains a source of knowledge that can be utilised in expanding knowledge. A brief description of the information you can obtain from this source of knowledge is also included. Order the **Content Cards** according to their relative usefulness in kick starting your innovative POS Project and how well they will be received by your target audience. Discuss as a team and select the most suitable content(s) for knowledge sharing. New **Content Cards** can be added if necessary.

每張**主題卡**都包含一個可用於增進知識的來源。**主題卡**會簡述該知識來源的相關資訊。請為所有**主題卡**排列次序，根據其在啟動創新公共空間項目上能給予你的助力，以及目標受眾對於各卡的接受程度。接着按此與團隊成員討論，選取最合適分享的主題。如有需要，可以添加新的**主題卡**。

（你或希望使用的工具：**持份者地圖**）

Empowerment
賦能授權

Collaboration
團體合作

（You might want to use: **Stakeholders Map**）





Steps 步驟

3→

Select a Method for Expanding Knowledge 選擇一種增廣見聞的方式

Each **Method Card** provides a brief description of the different types of interactions that can be used in specific sharing methods. Team members can adopt different sharing methods for different audiences or goals. Collectively, select the best fitting format from the **Method Cards**, or develop your own way of sharing knowledge.

每張**方式卡**概述了每種分享方式可發揮的互動作用。團隊成員可以因應不同的受眾或目標採納不同的分享方式。團隊成員可以從**方式卡**中選擇最合適的模式，或藉此製定分享知識的方法。

4→

Evaluate the opportunities and challenges 評估機遇和挑戰

Combine the selected **Content Card** and **Method Card**. To determine if the combination is effective in promoting knowledge exchange, evaluate it by listing out the various opportunities and challenges as a team.

結合所選的**主題卡**和**方式卡**，列舉此做法會為團隊帶來的機會和挑戰，藉此判斷這個組合是否能有效地促進知識交流。

Tips 貼士

Select the suitable format for sharing depending on the topic openness, team readiness and target audience.

根據主題的彈性、團隊能力和目標受眾，選取合適的分享形式。

Example
例子

Expand Knowledge

增廣見聞

Expanding knowledge by

External Practitioner
內部從業者

For sharing of completed projects
分享已完成的項目

增廣見聞——主題



Expanding knowledge through

Panel Discussion
座談環節

For interactions between speakers to facilitate idea exchange
提供場合促進講者之間的交流與意見分享

增廣見聞——透過

OPPORTUNITIES

機遇

cross disciplinary
(go beyond designers)

discussion can centre around public good improvement

industry expert to pass on knowledge



Download
The Template Here
下載樣板



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



who will host?
PROJECT SPECIFIC?

involvement of community
limit depth of discussion

BUT TOO TECHNICAL for PUBLIC??

Example
例子

Expand Knowledge

增廣見聞

Expanding knowledge by

External Practitioner
內部從業者

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增廣見聞——主題




Expanding knowledge through

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增廣見聞——透過



OPPORTUNITIES

機遇

跨界別

參與者不局限於設計師

討論可圍繞著改進社區公益

行內專家能提供相關知識



Download
The Template Here
下載樣板



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

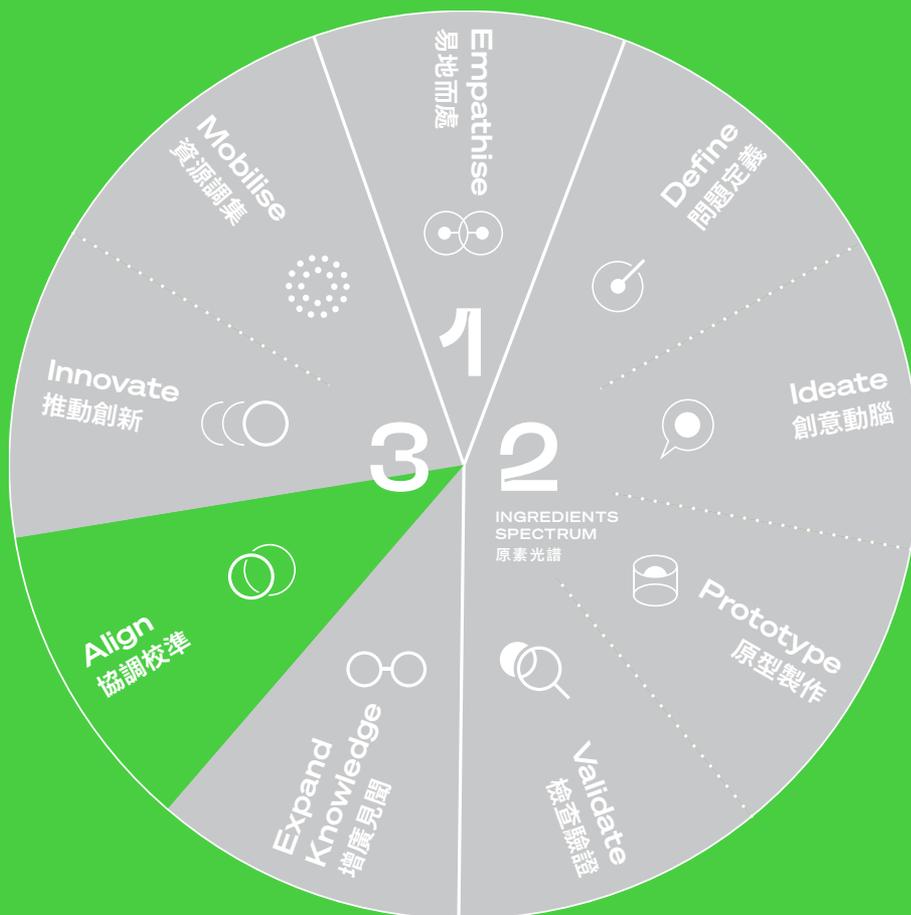


誰會舉辦？
座談會是某
項目特定的
活動？

如讓公眾參與
進階的討論將
不能發生

對公眾來說
太學術性??

Align 協調校準



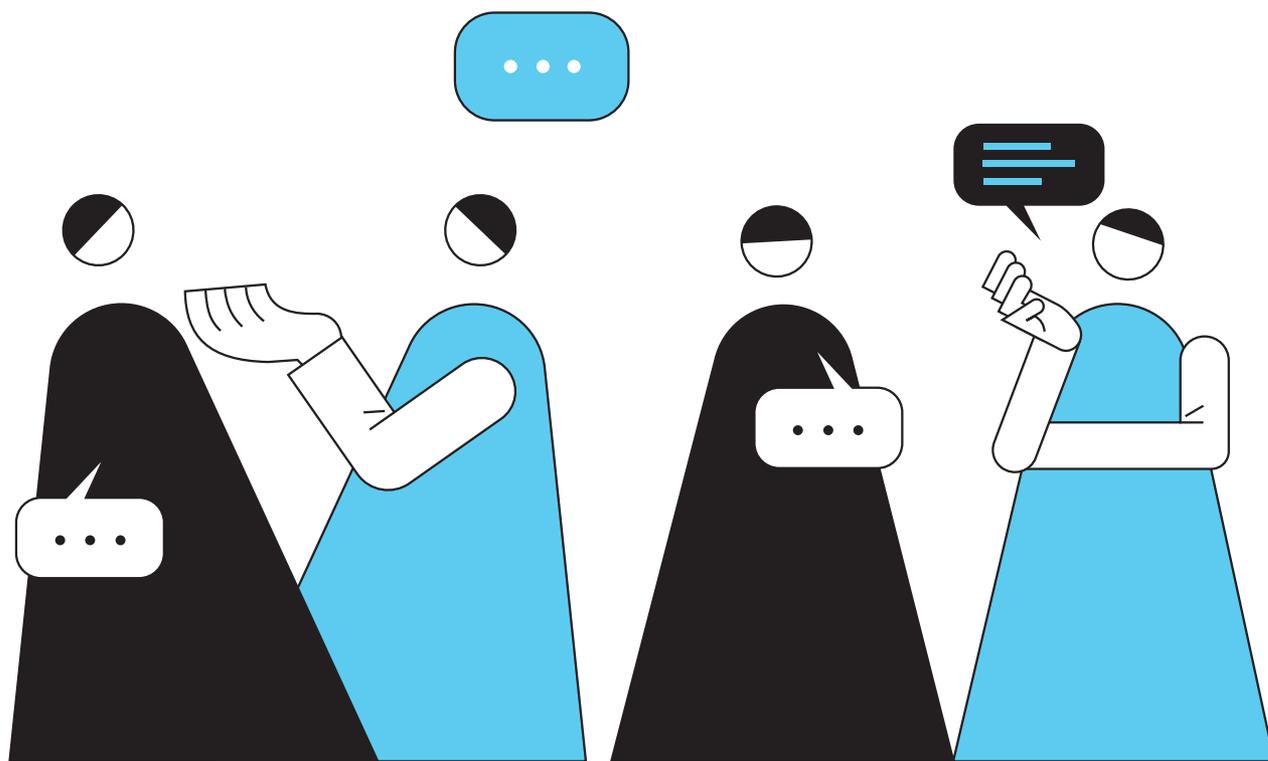
What is Align?

Ensure every member of the team's expectations and/ or readiness level agrees or matches with each other.

甚麼是協調校準？

確保團隊每一位成員對項目的期望及 / 或準備的程度一致。

Tools include
包括以下工具



Topic Cards

題目卡



Objective 目標

Identify key problems and internal or external parties to align with.

辨識關鍵問題及需要校準一致的內外單位

Discover missing topics which are worth aligning with key stakeholders

辨識關鍵問題及需要與哪些內外單位達成一致

Expected outcomes 預期成果

- Build an alignment approach based on the evaluation of past or current project(s)
- Establish an agreed-upon understanding on actions (or inactions) to be taken
- Determine the internal and external readiness level for new project(s) and concerned topics
- Identify and address key gaps in communication between stakeholders
- Strengthen relationships between teams to build trust and promote information transparency
- Create a model for prioritising problems and pinpointing stakeholders for resolving them
- 基於過去或當前項目評估，建立一個適合的校準方法
- 就所需的行動上達成共識，同時理解甚麼議題或許不值得進一步行動
- 確定內外各方對新項目和相關主題的準備程度
- 識別並解決持份者之間溝通上的不足及分歧
- 加強團隊之間的關係及信任，同時提高訊息透明度
- 建立一個能確立問題優先次序並辨認相關持份者的範例

Suggested Time
建議時間

90

Minutes
分鐘

Level of difficulty
難易程度



Moderate
中等



Participants 參加者

- Team size of 5-8
- 5 至 8 人隊伍

Equipment needed 所需物資

- Topic Cards, Paper, Post-its and pens, Sticker dots of two different colours
- Resource/Groundwork: Topic or project specific materials, resources, graphics or information to facilitate the decision-making process involved with the tool.
- 題目卡、便利貼和筆、兩種不同顏色的圓點貼紙
- 資源 / 基礎工作：任何能配合此工具促進決策過程的題目或項目資料、圖像或影像。

Achieving more 想達成更多？

Related tools 相關工具

To identify who to align with
辨識與誰校準一致



Ingredient 2 原素二



Stakeholders Map

持份者地圖

P.48

To establish a prioritised
alignment approach
建立一個優先序列的校準機制



Define 問題定義



Problem Extraction &
Priority Matrix

提取問題及
優先矩陣

P.54

To establish the vision and
mission for future innovation
within an organisation
確立組織對於未來創新的願景和
使命



Ingredient 3 原素三



Innovation Ladder

創新階梯

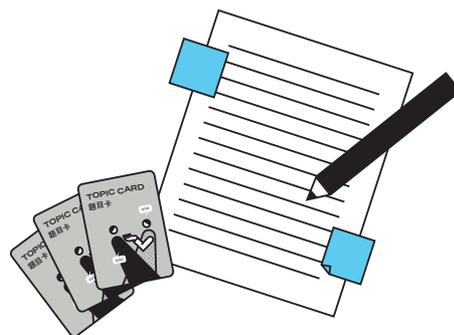
P.132

Innovate 推動創新

Scenario 情境

The Department of Parks and Recreation currently has plans to create a pet-friendly park that maximises other community uses. In an attempt to reduce programmatic conflict, reconcile user expectations and provide a design solution that goes beyond current efforts in dog park design, the Project Team wants to identify the most important topic, issues and stakeholders to align with.

公園及娛樂署目前正計劃興建一個寵物友善的公園，並需要提高公園於社區的其他用途。為求減少用途上的衝突、調整用戶期望，以及提供較現時狗公園更好的設計方案，項目團隊期望找出最重要的題目、問題和持份者，從而進行之後的校準工作。



Steps
步驟

1 →

Consider what internal and external stakeholders to align with
考慮所需校準一致的內部和外部持份者

Identify all potential stakeholders including organisations and their roles in this POS project.

辨識所有潛在的持份者，包括參與這個公共空間項目的各個組織及其擔負的角色。

(You might want to use: **Stakeholders Map**)

(你或希望使用的工具：**持份者地圖**)

2 →

Choosing the alignment approach
選擇校準的方式

A: If the issues to be aligned are yet to be determined, review every **Topic Cards**.

A. 如果尚未確定所需校準的議題，請查看每張**題目卡**。

- Identify and prioritise topics for the POS project. Pick THREE cards among the group. If it becomes difficult to prioritise, consider voting.
- Expand the stakeholders' thinking on these THREE cards as a starting point for alignment and a way to broaden the discussion. Write down your thoughts on post-its.

- 識別該公共空間項目較優先的議題，然後從**題目卡**中挑選三張卡。如果未能達成一致，請考慮投票。
- 使用便利貼記下與議題相應的持份者，並擴展那些持份者對此題目的想法及潛在顧慮。

B: If a specific issue has already been identified and would be benefited from a deep dive, pick out ONE card among the group.

B: 如果已經確定一個指定的問題，並認為值得加以討論，請從多張**題目卡**中挑選一張候用。

- Expand the stakeholders' thinking, with a specific intention to discover a more advanced set of sub-issues for a more in-depth alignment. Write down your thoughts on post-its.

- 使用便利貼記下與題目相應的持份者，發掘一系列更入微的問題，加以協調。使用便利貼來幫助大家記下想法。

Empowerment
賦能授權

Collaboration
團體合作





Steps 步驟

3→

Voting and Selection 評估機遇和挑戰

To zero in on a particular set of topics and issues that are most significant and worthwhile for further examination, team members will vote for ONE topic (using dot colour 1) and THREE issues (using dot colour 2) with sticker dots in two different colours.

為了集中討論最重要及最值得加以研究的題目和問題，團隊成員需利用兩種不同顏色的圓點貼紙進行投票，一種顏色代表一個主題（貼紙顏色 1）和三個問題（貼紙顏色 2）。

4→

Create actionable next step 制定下一步行動

Discuss and decide the next steps required to align the selected topic, stakeholders and issues. This discussion should be completed while referencing the thoughts noted down in Step 2.

討論並決定協調主題、持份者和問題的行動。商討時請參考步驟二中列出的想法。

Tips 秘訣

- Prioritise what issues or topics stand the best chance of being resolved given limited time and resources. Be inspired by the positive impacts that alignment would bring.
- 優先考慮哪些主題和問題最有可能在有限的時間和資源下得到解決。校準過程中能為項目帶來正面影響。

Example
例子



Align 校準就緒

Project Proponent
項目發起人

	Topics 主題/商議事項	Stakeholders 持份者	
<p>1 →</p> <div style="background-color: #ccc; padding: 10px; border-radius: 10px; margin-top: 10px;"> <p style="font-size: 8px;">Let's talk about 我們一起談談</p> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; margin: 5px 0;"> <p style="font-weight: bold; font-size: 14px;">Design 設計</p> </div>   </div>		department of Parks & recreation	department of public works
		pet owner association	
	<div style="background-color: #ccc; padding: 10px; border-radius: 10px; margin-top: 10px;"> <p style="font-size: 8px;">Let's talk about 我們一起談談</p> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; margin: 5px 0;"> <p style="font-weight: bold; font-size: 14px;">Maintenance 維修</p> </div>   </div>	department of Parks & recreation	department of public works
		pet owner association	
	<div style="background-color: #ccc; padding: 10px; border-radius: 10px; margin-top: 10px;"> <p style="font-size: 8px;">Let's talk about 我們一起談談</p> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; margin: 5px 0;"> <p style="font-weight: bold; font-size: 14px;">Safety 安全</p> </div>   </div>	department of Parks & recreation	department of public works
		pet owner association	

Design 設計

- need to reduce future user conflict!
- DURABLE CONSTRUCTION
- accessible location
- Need to accommodate Owners needs too!
- need to have standard equipments
- eye-catching & innovative

Maintenance 維修

- proprietary pet-related equipments. how to maintain?
- ways to reduce upkeep?
- design should be easy to maintain
- management mode?
- how to innovate?

Safety 安全

- safety first!
- what is the accepted level of risk?
- measures to prevent pets from escaping



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pet-friendly park department of Parks & recreation



Example
例子



Align 校準就緒

Project Proponent
項目發起人

<div style="background-color: #333; color: white; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-bottom: 5px;"> 1 → </div> <p>Topics 主題 / 商議事項</p>	Stakeholders 持份者		
	公園及娛樂署	公共工程署	寵物主人協會
<div style="background-color: #ccc; padding: 10px; border-radius: 10px;"> <p style="font-size: 10px; margin: 0;">Let's talk about 我們一起談談</p> <div style="background-color: white; border-radius: 15px; padding: 10px; margin: 10px 0; text-align: center;"> <p style="font-weight: bold; margin: 0;">Design 設計</p> </div>  </div>	<div style="background-color: #e91e63; color: white; padding: 10px; margin-bottom: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">需要減少 未來的 用家衝突！</p> </div> <div style="background-color: #ffc107; padding: 10px; margin-bottom: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">需要 標準器材</p> </div>	<div style="background-color: #ffc107; padding: 10px; margin-bottom: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">耐用 設計</p> </div> <div style="background-color: #e91e63; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">引人注目 及創新</p> </div>	<div style="background-color: #e91e63; padding: 10px; margin-bottom: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">可達 地點</p> </div> <div style="background-color: #ffc107; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">主人的 需要 亦要顧及</p> </div>
<div style="background-color: #ccc; padding: 10px; border-radius: 10px;"> <p style="font-size: 10px; margin: 0;">Let's talk about 我們一起談談</p> <div style="background-color: white; border-radius: 15px; padding: 10px; margin: 10px 0; text-align: center;"> <p style="font-weight: bold; margin: 0;">Maintenance 維修</p> </div>  </div>	<div style="background-color: #ffc107; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">專利寵物 共享器材該 如何保養？</p> </div>	<div style="background-color: #ffc107; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">設計應 容易 保養</p> </div>	
<div style="background-color: #ccc; padding: 10px; border-radius: 10px;"> <p style="font-size: 10px; margin: 0;">Let's talk about 我們一起談談</p> <div style="background-color: white; border-radius: 15px; padding: 10px; margin: 10px 0; text-align: center;"> <p style="font-weight: bold; margin: 0;">Safety 安全</p> </div>  </div>	<div style="background-color: #e91e63; color: white; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">安全 第一！</p> </div>	<div style="background-color: #ffc107; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">可接受的 風險程度 是什麼？</p> </div>	<div style="background-color: #00bcd4; padding: 10px; border-radius: 5px;"> <p style="font-weight: bold; margin: 0;">防止寵物 逃脫的 措施</p> </div>



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寵物共享公園 公園及娛樂署

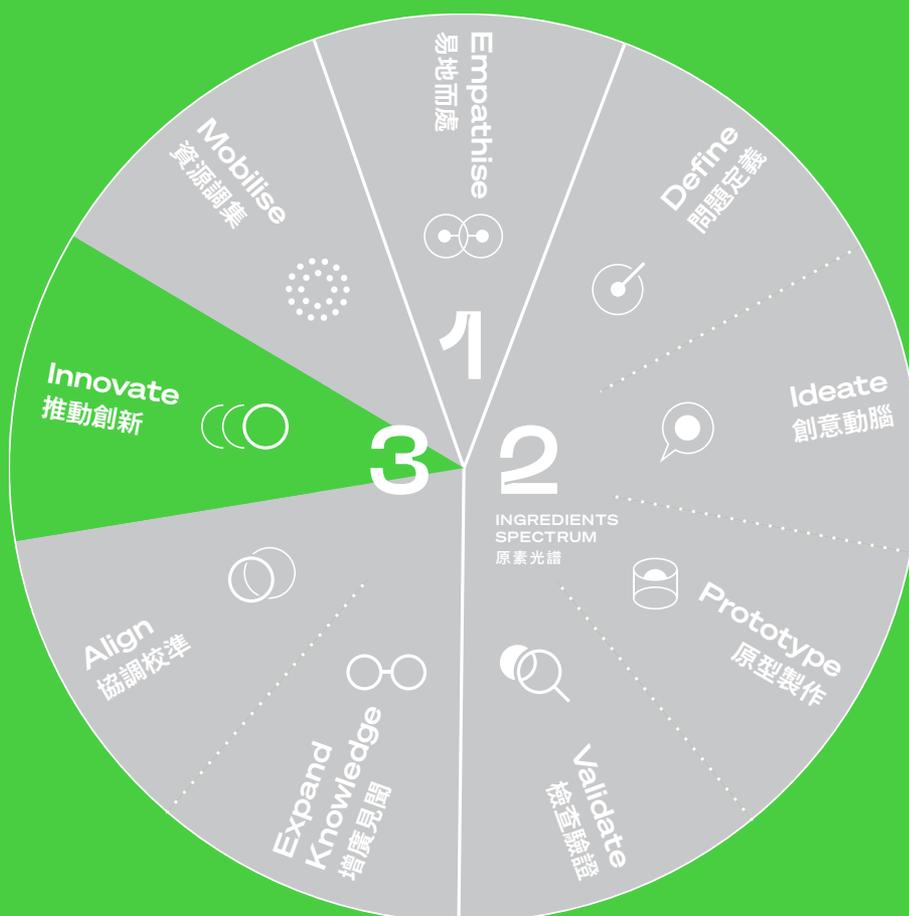


Stakeholders 持份者	
社區居民及家庭	初級公園管理員 及督察
公園需要共融，不應只顧及寵物	每天保養時易達的水龍頭
減少欄杆（它們影響用家體驗）	
寵物製造出來的噪音	不要難保養的器材
存在兇惡寵物的潛在影響	

2 ↓



Innovate 推動創新



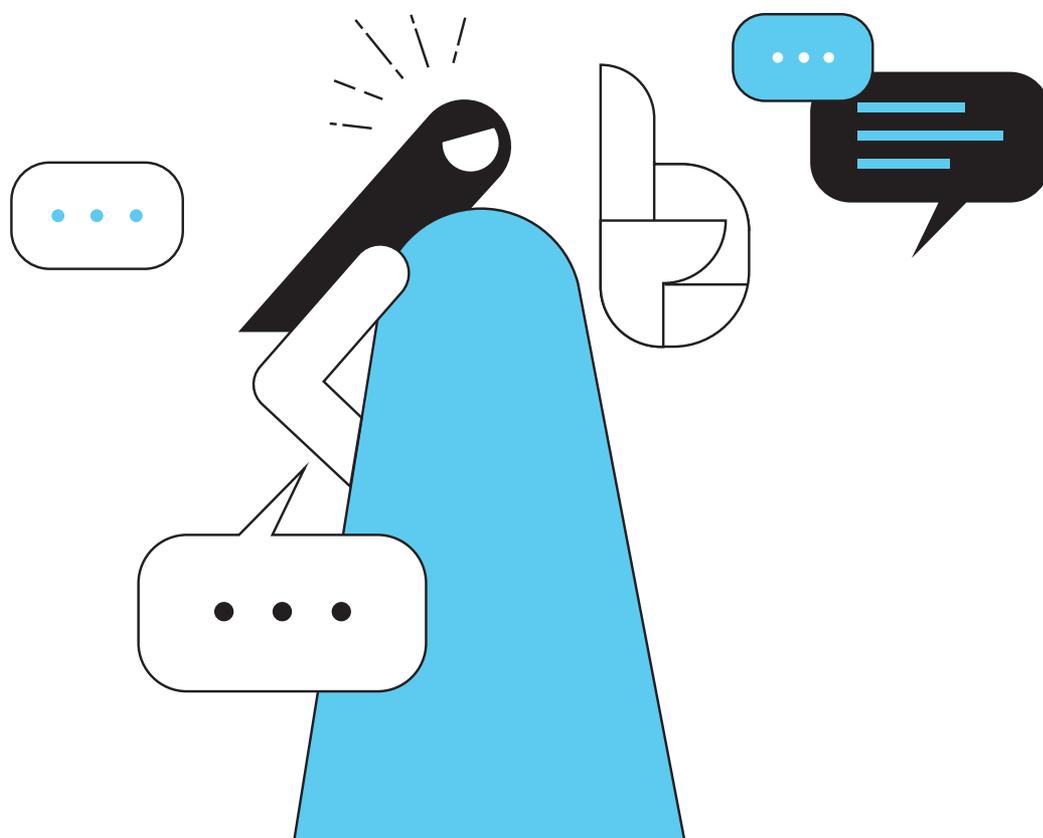
What is Innovate?

Systematically sustaining new ideas and work habits may not be the day-to-day culture or norm of an organisation or collaborative. It needs constant cultivation from top-down, support from peer-to-peer, and a team culture that encourages the effort to innovate.

甚麼是推動創新？

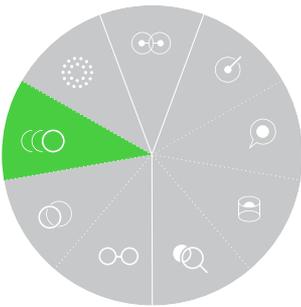
在機構或協作關係中有系統地維持具創新性的想法及工作習慣或許不是日常的工作文化或準則。此舉需由上而下持續培養，同儕支持，以及鼓勵創新的團隊文化才可實現。

Tools include 包括以下工具



Innovation Readiness Assessment

創新準備評估



Objective 目標

Identify the level of innovation readiness within the organisation or collaborative
辨識機構或協作關係內對於創新的準備程度

Expected outcomes 預期成果

- Aggregated understanding of the day-to-day innovation culture within the organisation or collaborative as perceived by different level of staff
- Identification of areas for future improvements in innovation culture
- Creating an empathetic approach for management to recognize the opinions of staff across the hierarchical levels.
- Ability to pinpoint blockers against innovation and enact meaningful measures by taking advantage of enablers identified
- 不同級別的員工綜合理解機構或協作關係內的日常創新文化
- 辨識未來於創新文化上需改進的範疇
- 令管理層能夠設身處地理解各級員工的意見
- 能夠確定有礙創新文化的因素，並利用能促成創新文化的因素制定有意義的措施

Suggested Time 建議時間

20-30
Minutes (Review discussion)
分鐘（檢閱討論）

Level of difficulty 難易程度



Difficult
高深



Participants

參加者

● Assessment Fill-in

According to the size of your organisation, determine a sample size that is representable across different levels of seniority and whether the size is obtainable with the given resources.

● Review Discussion

5-8, ideally people from different levels of seniority within the organisation or department

● 填寫評估

根據你所屬組織的規模，制定一個能夠抽取不同資歷人員的意見、兼可在有限資源之下達成的樣本大小

● 檢閱討論

5 至 8 人，最好由來自組織或部門內不同資歷的人員參加

Equipment needed

所需物資

● Innovation Readiness Assessment, Pen, Post-its and Topics Cards (optional)

● 創新準備評估、便利貼、筆和題目卡（如有需要）

Achieving more

想達成更多？

To establish the vision and mission for future innovation within an organisation

確立組織對於未來創新的願景和使命

Related tools

相關工具

Ingredient 3 原素三



Innovate
推動創新

Innovation Ladder

創新階梯

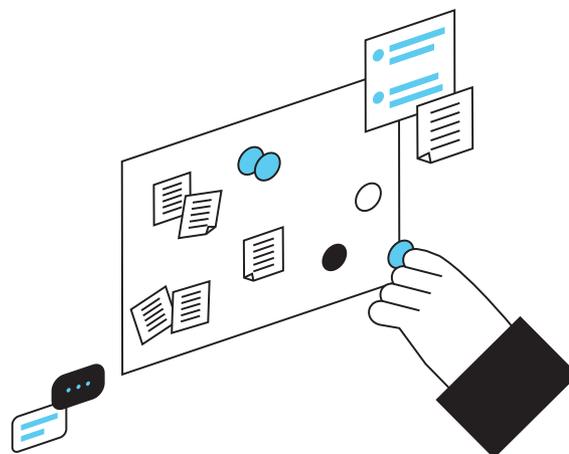
P.132

Scenario

情境

Innovation Readiness Assessments were distributed to the multidisciplinary staff within a multinational design consultancy who are seeking to understand the day-to-day innovation culture within its traditional and risk-avoidant organisational framework.

一家跨國設計公司向不同範疇的員工分發了一份創新準備評估。這次評估旨在了解在公司較為傳統及保守避險的組織框架內，日常的創新文化。



Steps
步驟

1 →

Distribute
分發評估

Distribute and encourage your staff in the organisation or collaborative to take the **Innovation Readiness Assessment**. Follow Step 2 to 4 when completing the assessment. Their responses will be evaluated in Step 5.

分發並鼓勵機構或協作關係中不同資歷的人員進行**創新準備評估**。請遵循步驟 2 至步驟 4 實行評估。接着按照步驟 5 中審視所得回應。

2 →

Assessing Innovation Readiness
決定用作建立原型的媒介

Think about your current experiences. For each of the innovative aspects shown in each row, give a score from BEGINNER to INTERMEDIATE to ADVANCED. For the detailed explanation of the scores, refer to the descriptions in the Innovation Readiness Assessment Template.

細想你目前的經歷。就每項創新範疇，從 BEGINNER（入門）到 INTERMEDIATE（中等）到 ADVANCED（進階）評分。有關分數的詳細說明，請參閱創新準備評估樣板。

3 →

Deducing Aspects of Improvements
推斷改進方面

Circle the aspects(s) that you would like to improve over the next 1-year and 3-year period.

Experimentation
實驗精神

Empowerment
賦能授權

Responsive and iterative
持續改進

圈出你希望在未來一年間和三年間改進的地方。





Steps
步驟

4→

Identifying Blockers and Enablers
識別阻礙因素和推動因素

Write down any number of blockers (challenges of innovating in your unit, team, department, organisation or collaborative) and enablers (implementations that encourage innovations).

寫下各種阻礙因素（意指在你的單位、團隊、部門、機構或協作關係進行創新的挑戰）和推動因素（促進創新的措施）。

5→

Review Discussion
選擇一種增廣見聞的方式

A review panel will critically review the responses that have been collected to determine a collective innovation readiness. The panel shall consist of staff or members with different levels of seniority and expertise. ONE overall **Innovation Readiness Assessment** shall be consolidated by following Step 2 through 4. Discuss and use the **Topic Cards** where necessary.

組成一個檢閱小組，負責檢閱及分析收集所得的**創新準備評估**資料。該小組應由擁有不同資歷及跨專業領域的人員組成。團隊應按照步驟 2 至 4 把員工填妥的**創新準備評估**合併為一個**綜合創新準備評估**。有需要時可使用**題目卡**加以討論。

Example
例子



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

ONE YEAR

一年目標

THREE YEAR

三年目標

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

BLOCKER:
Limited useful GUIDANCE ON BUILDING INNOVATION CULTURE

阻礙：
有限度的指引建立創新文化

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

BLOCKER: NO RESOURCE FOR ANYTHING BEYOND PROJECT

阻礙：
在項目以外沒有任何資源

3

Specialized resources for innovation and leaders commit at least 30% of their time to innovation
專門提供資源進行創新，管理層會將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之外

2

Innovation is officially in the organisation chart, but lacks influence
組織架構內存有負責創新的職責，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

BLOCKER:
Innovation tool is considered time-wasting when applied to projects

阻礙：
在項目中使用創新工具會被認定是浪費時間

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 are considered as equal partners
核心團隊機會

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



Download
The Template Here
下載樣板



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

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實驗去測試新想法

3

ENABLER:
Occasional project-based iterative idea testing

推廣：
偶爾會在項目中反覆測試新想法

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 and train some specialized staff in innovation
偶爾會聘請具備創新技能的員工、並有培訓部份員工創新

3

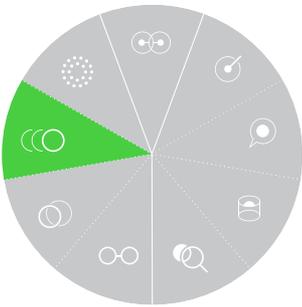
ENABLER:
some staff receiving ad-hoc training

develop world class talent with extensive experience across the organisation
組織中國際級的
推廣：
某些員工會接受一次性的訓練

得分 Points	評級 Rating	
8 points or below 8分或以下	Newbie Innovator 創新新手	Our organisation does not prioritise innovation and has not put it 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 points 9至16分	Starter Innovator 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 points 17至20分	Emerging Innovator 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，創新都被認為是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 points 21至24分	Seasoned Innovator 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。

Innovation Ladder

創新階梯



Objective 目標

Identify the current level of innovation achieved in organisation or collaborative and the future level that can be aspired to and attained.

辨識所屬機構或協作關係內現時達到的創新程度，以及未來可以追求的創新程度

Expected outcomes 預期成果

- Enable a better understanding of the organisation or collaborative's readiness for innovation
- Establish a realistic level of innovation that the organisation or collaborative can reach in the near future
- Discover potential ways to innovate in the areas of "People & Resources", "Tools & Capabilities", "Beliefs & Behaviour" and "Organisational Structure"
- Foster long-term initiatives to enact impactful next steps and bring about integrated change across the organisational scale
- 更加了解機構或協作關係內的創新準備程度
- 建立機構或協作關係在不久的將來可達到的創新程度
- 了解在「人力與資源」、「工具與能力」、「信念與行為」和「組織架構」各方面可以創新的方法
- 能制定長期性的措施和富影響力下一步，於整個組織層面上帶來綜合的變革

Suggested Time 建議時間

30

Minutes
分鐘

Participants 參加者

- 5-8, ideally decision makers
- 5 至 8 人隊伍，建議為決策者

Level of difficulty 難易程度

Difficult
高深

Equipment needed 所需物資

- Innovation Ladder Template, Topic Cards, Paper, Post-its & Pen, Sticker Dots of 2 different colours
- 創新階梯樣板、題目卡、紙、便利貼和筆、兩種顏色的圓點貼紙



Achieving more
想達成更多？

To establish the current level of innovation readiness within the organisation
辨認組織內當前的創新準備水平

Related tools
相關工具

Ingredient 3 原素三



Innovation Readiness Assessment

創新準備評估

P.126

Scenario
情境

Based on the consolidated Innovation Readiness Assessment, it is clear that a multinational design consultancy finds itself in urgent need to innovate in order to stay competitive and to provide an inspiring working culture for their staffs. The review panel wants to identify attainable aspirations and actions required to promote innovation and design thinking within the organisation in the long term.

一間跨國設計公司在進行綜合創新準備程度評估後，認為公司急需創新以保持競爭力，並為員工營造富啟發性的工作文化。檢閱團隊期望能夠辨識組織內長遠促進創新和設計思維所需的抱負和行動。



Steps
步驟



Consider the past, present, and future of the innovation journey of your organisation or collaborative.
考慮機構或協作關係創新路途的今昔與未來路向



On the aspect of “People & Resources”, “Tools & Capabilities”, “Beliefs and Behaviour”, and “Organisational Structure”.

從「人力與資源」、「工具與能力」、「信念與行為」及「組織架構」四方面考慮。

Steps
步驟

2→

Innovation NOW
立刻創新

With sticker dots (colour 1), input the areas that your organisation or collaborative has been able to achieve as of NOW. This should be based on the Innovation Readiness Assessment results collected from staff covering a broad hierarchical spectrum within your organisation or collaborative as well as the overall Innovation Readiness Assessment consolidated upon reviewing the results.

(You might want to use: **Innovation Readiness Assessment**)

Experimentation
實驗精神

Empowerment
賦能授權

Responsive and iterative
持續改進

Collaboration
團體合作

與團隊成員使用圓點貼紙（貼紙顏色一）標示所屬的機構或協作關係目前能實現的創新的範疇。此舉需要以機構或協作關係內不同階級人員完成的創新準備評估及檢閱討論後的綜合創新準備評估為基礎。

（你或希望使用的工具：**創新準備評估**）

3→

Innovation IN THE FUTURE (in 3 YEARS)
未來的創新（三年後）

With sticker dots (colour 2), input the areas that you aspire your organisation or collaborative to reach in 3 YEARS.

請與團隊成員使用圓點貼紙（貼紙顏色二）標示所屬機構或協作關係在三年後冀望能夠實現的創新範疇。

4→

Review Discussion
檢閱討論

As a team, review the Innovation Ladder. Discuss the following questions and any particular observations identified in the previous steps. Use post-it notes and topic cards to help document your thoughts.

與團隊檢閱創新階梯，討論以下問題及前述步驟中任何特別的觀察及議題。使用便利貼及題目卡來幫助你記下想法。

- What are the similar and different thoughts within the discussion team?
- What are the collective aspirations?
- What are some blockers and hurdles as an organisational team?

- 團隊中有哪些相似和不同的想法？
- 大家有共同的抱負嗎？
- 在組織團隊層面上，有沒有一些障礙和難題？





Steps 步驟

5→

Create actionable next steps 制定下一步行動

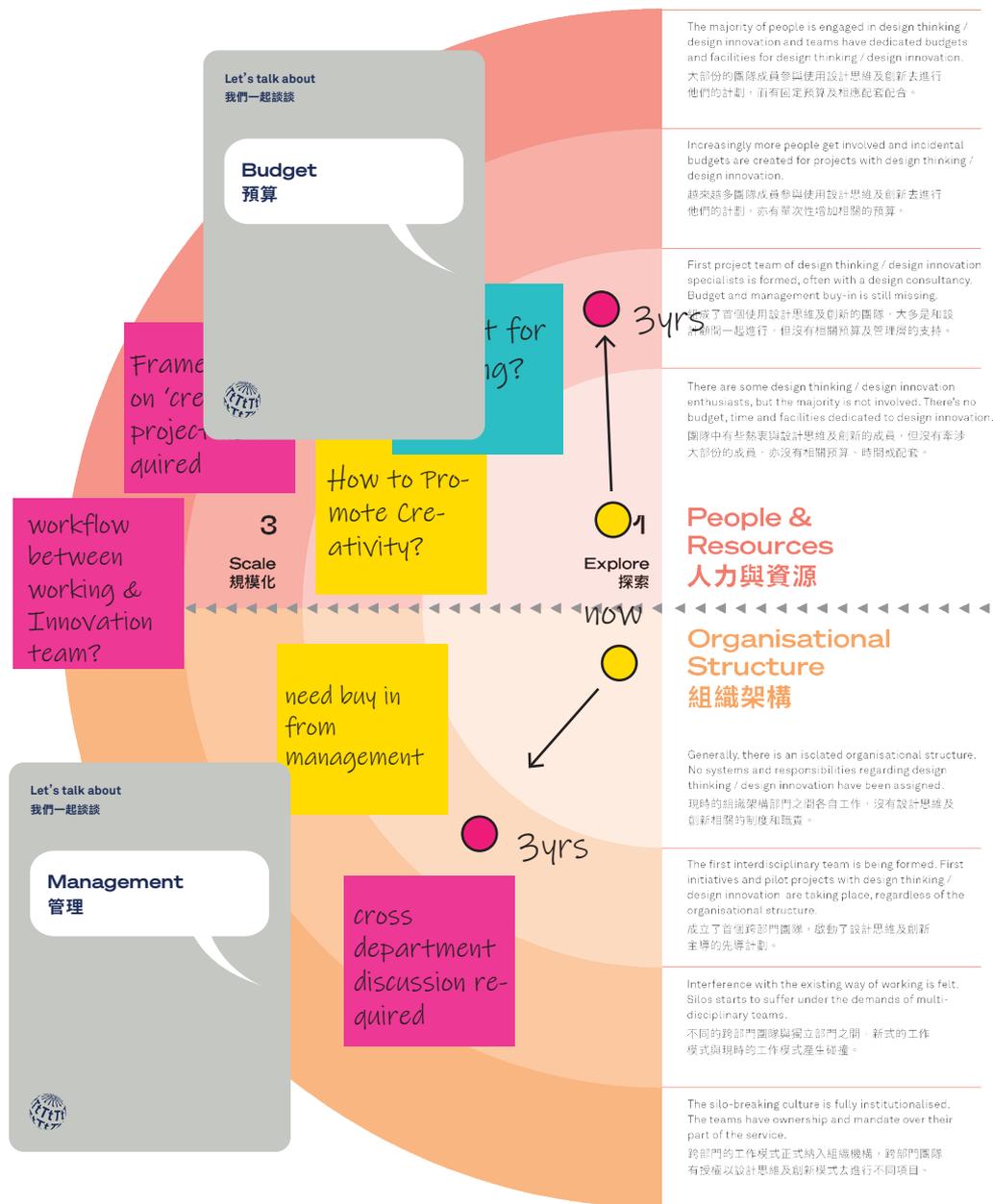
As a way to kickstart the innovation process within your organisation or collaborative, write down THREE actionable next steps on post-it notes. Complete as a group and utilise Topic Cards as needed to expand and inform the discussion.

為了落實並啟動機構或協作關係內的創新潛能，請在便利貼上寫下三項進一步的行動。如有需要可使用題目卡來拓闊討論。

Tips 秘訣

- Be empathetic to others' needs, think about the macro picture
- 從宏觀的角度着眼，體會他人的需要

Example
例子

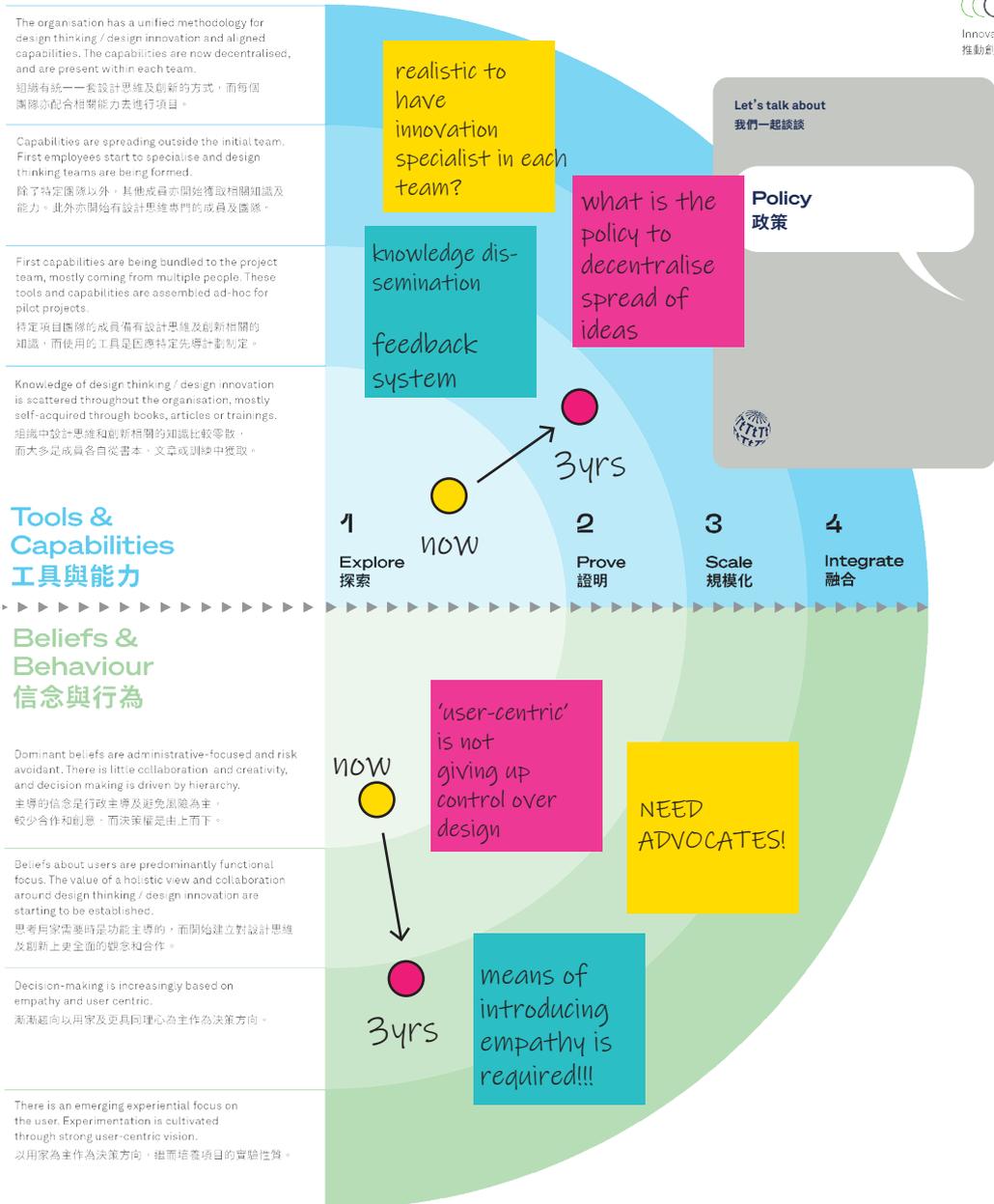


Innovation Ladder
創新階梯

Actionable Next Steps
下一步行動



Download
The Template Here
下載樣板

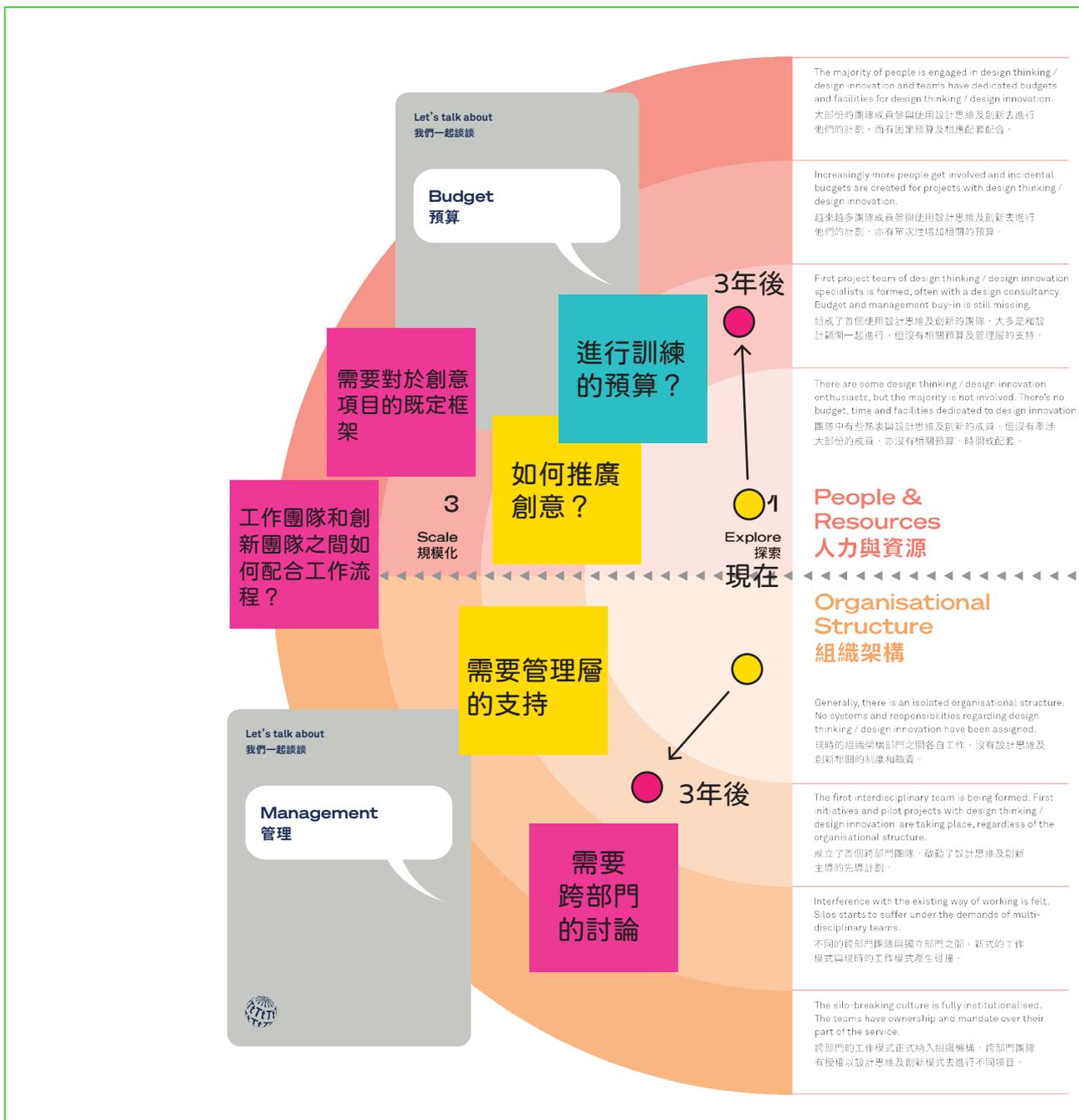


Identify advocates to help drive change

understand tools required to bring empathy into design

set up cross-dept framework for innovation

Example
例子

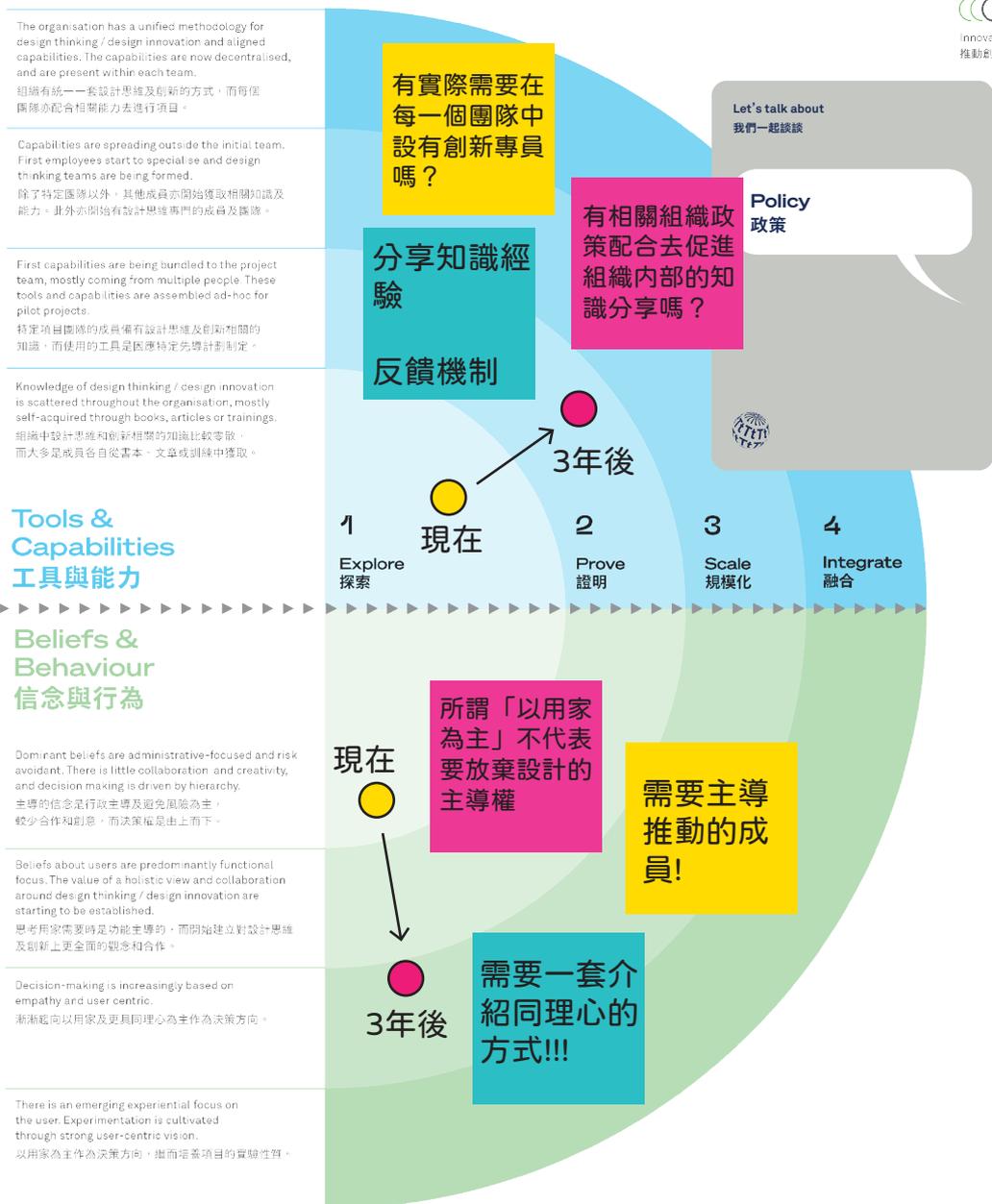


Innovation Ladder
創新階梯

Actionable Next Steps
下一步行動



Download
The Template Here
下載樣板

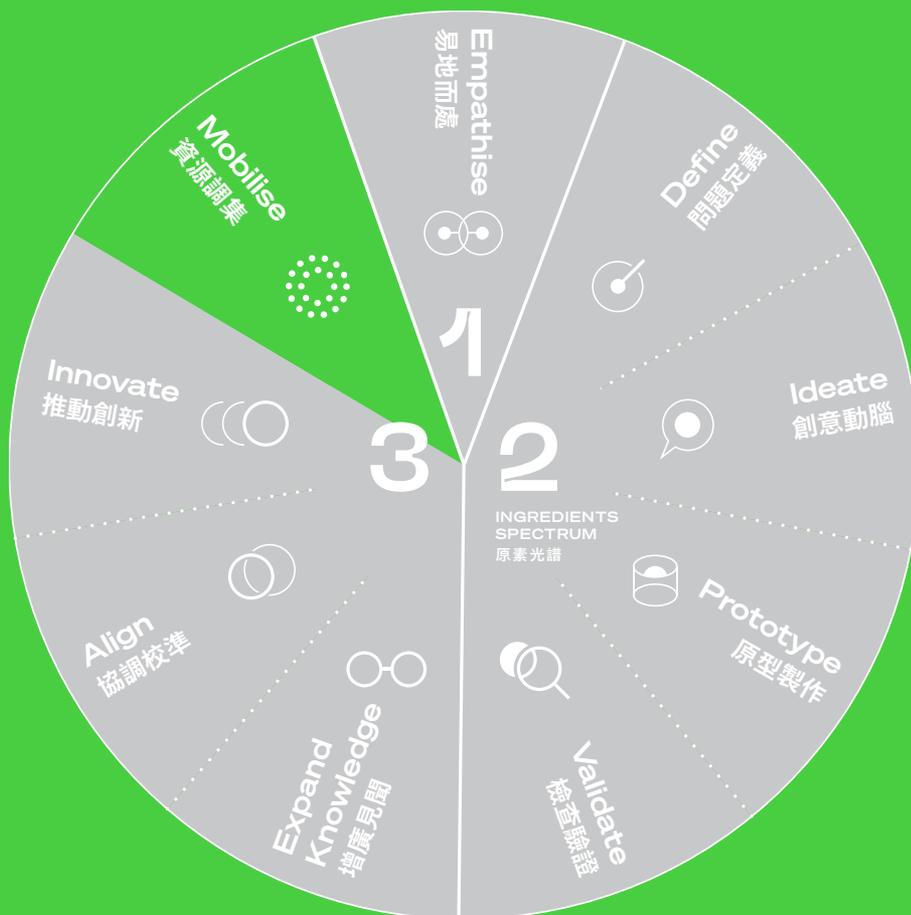


尋找並定立負責推動創新的成員

了解將同理心帶入設計的所需工具

設立跨部門實踐創新的框架

Mobilise 資源調集



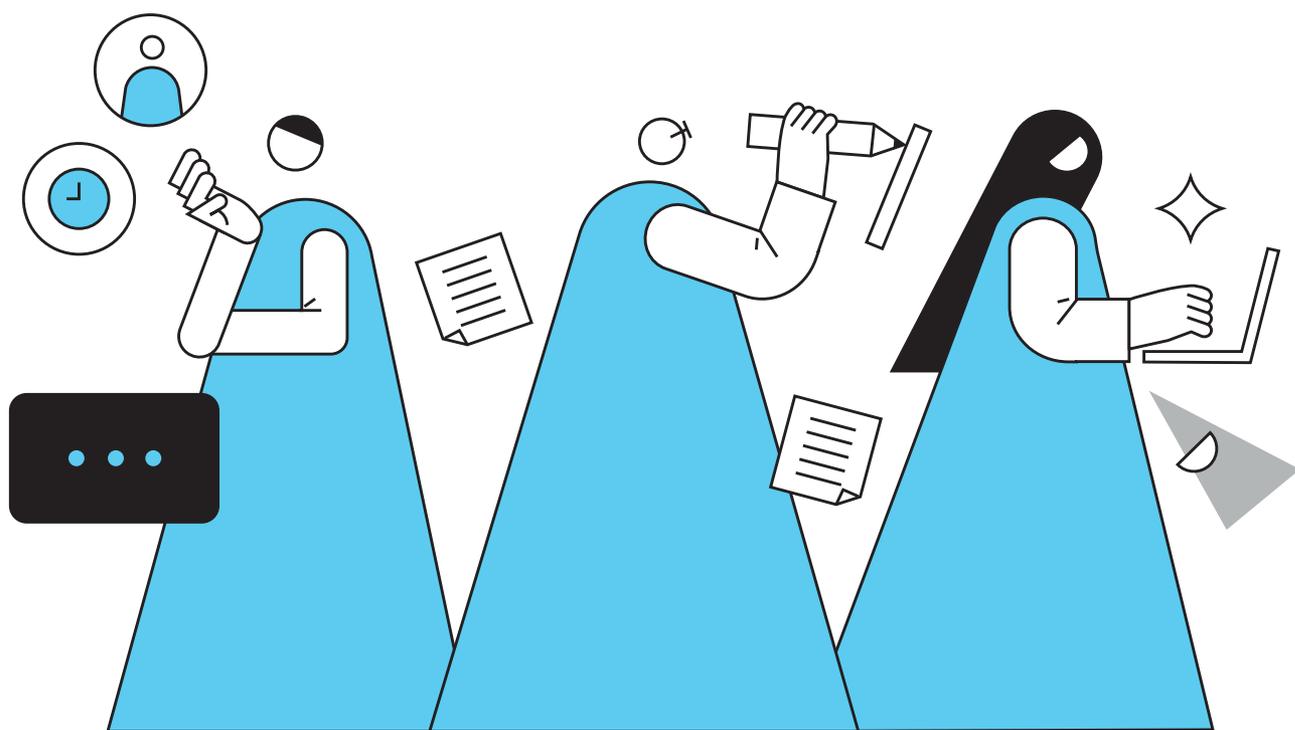
What is Mobilise?

Allocate the resources needed in each task and deliverable of a POS project before kick starting the project.

甚麼是資源調集？

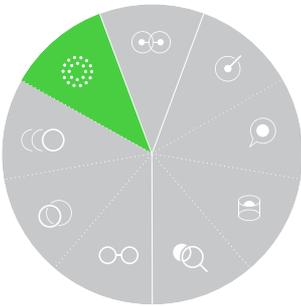
在公共空間項目開始前，根據項目的工作事項適當地分配相應的資源。

Tools include 包括以下工具



Task Cards & Resource Cards

工作項目卡及資源卡



Objective 目標

Review an existing tender or prepare a new tender for POS projects

審閱現有招標書或為公共空間項目準備新的招標書

Expected outcomes 預期成果

- Identify resources to be mobilised for each stage, tasks and deliverables listed in the tender
- Identify current gaps in the tendering process
- Redistribute resources or prioritise new resources
- Introduce innovation in tender to allow flexibility in the project
- 辨識招標書中列明每個階段、種種工作項目及交付成果所需調集的資源
- 辨識現有招標過程的不足
- 重新分配資源或優先分配新資源
- 在招標過程中引入創新元素，實現項目潛在的靈活性

Suggested Time 建議時間

1-2

Hours
小時

Level of difficulty 難易程度

Difficult
高深

Participants 參加者

- Team size/ ideal size of a working group: 5-8
Ideally people involved in tender writing
- 5 至 8 團隊大小以 5 至 8 人為佳
參加者最好包括撰寫招標內容的人士

Equipment needed 所需物資

- Existing / draft tender to review,
- **Task Cards, Resource Cards, Resource List, Post-its & Pens**
- 現有或草擬的招標書
- **工作項目卡、資源卡、資源清單、便利貼和筆**



Achieving more
想達成更多？

Related tools
相關工具

To understand readiness level of different stakeholders
了解不同持份者的準備程度

Ingredient 3 原素三



Align
協調校準

Topic Cards

題目卡

P.116

To create and execute a long-term goal for innovative practices
建立和執行創新做法的長期目標



Innovate
推動創新

Innovation Readiness Assessment
Innovation Ladder

創新準備評估
創新階梯

P.126
P.132

Scenario
情境

Prior to the Tender Issuance for a new user-centric plaza that shall be Hong Kong's first carbon negative POS, the Project Department would like to analyse the draft tender document and identify missing tasks that can affect the construction and implementation of the POS.

在香港首個負碳排放及以使用者為中心的公共空間進行招標之前，項目部門希望分析招標書的草案，找出有否遺漏任何可影響公共空間建造及實施的工作項目。



Steps
步驟

1 →

Review Tender Writing & Initial Resource List Filling
檢閱招標書和填寫資源清單

Each **Task Card** contains a task/deliverable that is commonly found in tenders of POS projects.

每張**工作項目卡**均列出了公共空間項目的招標文件中一個常見的工作項目 / 交付的成果。

Review the tender document for details and the schedule. On the Resource List, arrange the **Task Cards** in the order they are listed in on your schedule. Make sure to note the details, aims and tentative timeline for completion for each task.

請檢閱招標書的詳情和時間表。根據招標書所列明的時間表，嘗試把這些工作項目卡按照時序排列，並寫下每項工作的細節、目標和初步時間表。



Steps
步驟

2→

Tender Improvement
改進招標書細節

Based on your experience, are there any challenges you foresee with the POS project timeline? (e.g. important steps missing, inefficient workflow, etc.)

If so, discuss with your team members and add new tasks or deliverables. Consider how this new card can be fitted into the existing order of **Task Cards** and discuss aspects listed in the Resource List (Details and Aims, Tentative Timeline for completion, Resources needed & Amount/ Details). Use Post-its to capture any intermediate thoughts.

Experimentation
實驗精神# Empowerment
賦能授權# Responsive and iterative
持續改進

根據你的經驗，你在這個公共空間項目暫定的時間表內會否預見任何問題（例如遺漏重要的步驟、工作流程效率低）？

如有，請與你的團隊成員討論，在空白卡上寫下新的工作項目。考慮如何將這張新的**工作項目卡**放入現有的**工作項目卡片**順序，並在資源清單中列出各個相關的細節（詳情及目的、暫定竣工時間表、所需資源、所需數量 / 詳情）。請使用便利貼記下任何想法。

3→

Resource Allocation Discussion
資源分配討論

Each **Resource Card** contains a type of resource for mobilisation.

Review the tender and identify any additional resources that shall be needed in order to complete each task on the Resource List. Discuss changes or additions that should be made and note down your intermediate thoughts with Post-its.

每張**資源卡**包含一種可被調集的資源。

請檢閱招標書，辨識資源清單中每個工作項目所需的資源。討論任何必須更改及補充的資源分配。請使用便利貼記下任何想法。





Steps
步驟

4 →

Documentation of Discussion
記錄討論內容

Document and finalise your discussion by filling in the remaining items on the Resource List.

Write down the amount of resources needed for new tasks or deliverables as discussed in Step 2 and 3. Take into account the risk and implications associated with each task and resource. The Resource List will serve as a basis for resource planning and mobilisation.

透過填寫資源清單中的剩餘項目來記下討論內容。

記下步驟 2 和 3 中討論的新工作項目 / 交付的成果，以及所需的資源份量。同時亦記下與所需的工作項目和資源相關的風險和影響。這份資源清單將成為資源規劃及調動的基礎。

Example
例子

Resource List 資源清單			Tender 招標書		
Stage 階段	Task and Deliverables 工作項目及交付成果/服務	Details and Aims 詳情及目的	Tentative Timeline for Completion 初步完成時間表	Resources Needed 所需資源	Risk and Mitigations 風險的識別和處理
WS1	Technical / Feasibility Study 技術 / 可行性研究	Verify site constraints and initial design assumptions	15 days	govt. data gis survey research	alternative course of action after verification
WS1	Public / Stakeholder Engagement 公眾 / 持份者參與	user need analysis define vision, framework incorporate expectations onto design proposal	30 days	engagement experts, community partner, consultants	incompatibility between community wants & proposed use
WS2 WS3	Design 設計	cost effective procurement, implementation planning incorporate client feedback	150 days innovative collaboration alongside design process	consultants, academics, suppliers	Needed for carbon negative material applications OVERSEAS TRIP? COLLABORATION WITH ACADEMIA?
WS2 WS3	Presentation 匯報	progress summary ws2 & 3	10 days (2 final presentations)	consultants	risk of stakeholder objection
WS4	TASK CARD 工作項目卡 contract documentation & tendering	cost estimation design finalisation	60 days	consultants, supplier	innovative finishes too costly - alternative required
WS5	TASK CARD 工作項目卡 construction supervision + handover	construction + completion of project liaison between contractor + public in case of concerns	270 days	consultants, Contractor, Supplier	problem with experimental materials (eg. carbon negative finishes)

Handwritten annotations in the table:

- Arrow from WS2/WS3 to WS2/WS3: tender need to make research findings part of the presentation
- Arrow from WS2/WS3 to WS4: research should take this risk into account
- Arrow from WS4 to WS5: advanced coordination to avoid this
- Arrow from WS5 to WS2/WS3: significant delay if this is the case



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Resource List 資源清單			Tender 招標書		
Stage 階段	Task and Deliverables 工作項目及交付成果描述	Details and Aims 詳細及目的	Tentative Timeline for Completion 預定時表	Resources Needed 所需資源	Risk and Implications 風險及潛在影響
工作階段一	Technical / Feasibility Study 技術 / 可行性研究	核對工地的限制及設計上的假設	十五日	Public & Community 政府數據 地理信息系統 測量資訊 資料搜集	任何核對後需要的後備方案
工作階段一	Public / Stakeholder Engagement 公眾 / 持份者參與	分析用家需求 界定願景及框架 在設計中合併公眾期望	三十日	社區參與專家, 社區夥伴, 顧問, 持份者	社群需要與建議用途的衝突
工作階段二及三	Design 設計	具成本效益的設計 採購, 執行, 規劃項目 在設計中合併客戶意見	一百五十日 創新的協作需在設計過程中同時進行	顧問, 學者, 供應商	使用負碳排放物料需要研究 海外行程? 和學者協作?
工作階段二及三	Presentation 匯報	進展總結工作階段二及三	十日 (兩個總結報告)	顧問	持份者持反對意見的風險 研究應當考慮這些風險
工作階段四	TASK CARD 工作項目卡 合同文件及招標	成本估價 最終設計	六十日	顧問, 供應商	創新物料太昂貴- 需要其他替代的物料
工作階段五	TASK CARD 工作項目卡 施工監督及移交	施工及項目完成 承建商與公眾之間的聯絡人	二百七十日	顧問, 承建商, 供應商	實驗性物料 (如負碳排放物料) 在安裝時出現問題 此風險會帶來重大延期

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Implementation and
Design Guide Consultants
執行及設計指南顧問



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Collaboration Partners
協作夥伴



Gehl



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Branding and Design Thinking Toolkit Designer
形象及設計思維工具包設計師

叁語

Website Designer
網站設計師

W

Design Guide Illustrator
設計指南插畫師

&dear