

NET ZERO CITIES

SERVICE DESIGN WORKSHOP TOOLKIT

A guideline and a set of tools for the collaborative development of integrated service concepts during a workshop series



Table of contents

All tools and templates can be used by directly printing the PDF template or inserting it them a Mirò board for a virtual workshop.

The toolkit is directed to individuals, municipalities and cities developing new solutions and services on their way towards climate neutrality.

Challenge Identification	03
Actor Mapping	05
How Might We... ..	07
Idea Brainstorming	09
Idea Card	11



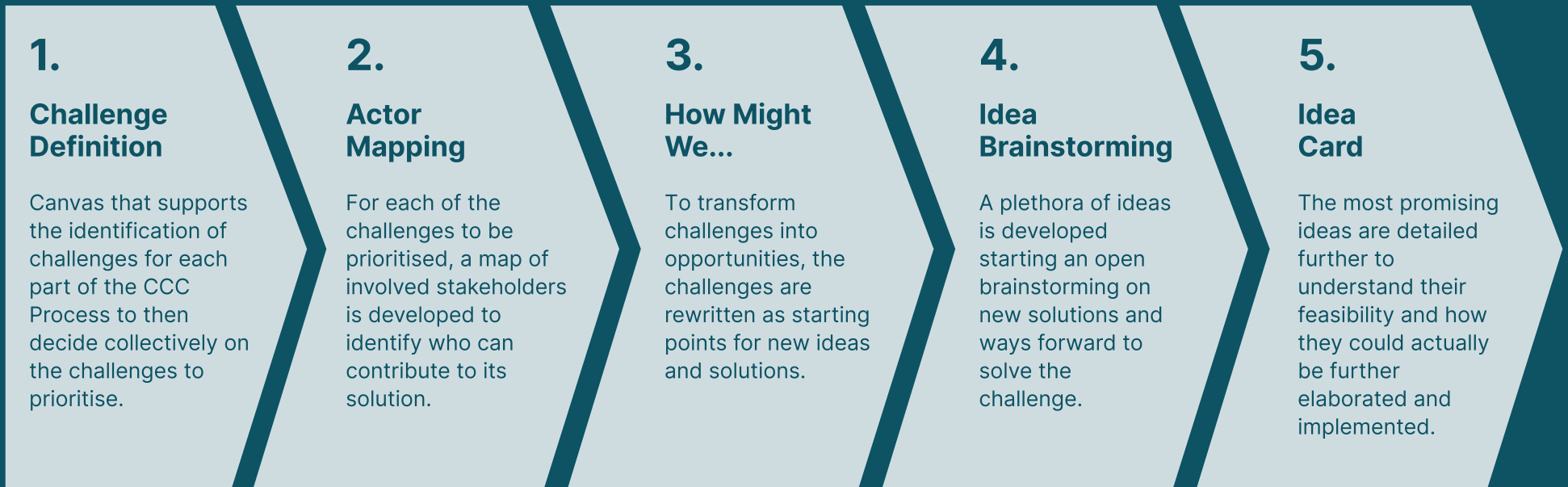
SERVICE DESIGN WORKSHOP TOOLKIT

What is this toolkit for?

This toolkit contains a series of tools adapted and used for and within the NetZeroCities (NZC) project. They were developed for a specific scope and may have to be adapted or modified again for each use. All tools are self-standing and can be used to develop single stages, but it is recommended using them in sequence for a holistic and complete service design process.

It contains five specific tools to guide through a process of co-design for services specific to climate neutrality based on the phases of the climate city contract process.

It is ideal applying them in a sequence developing a workshop or a workshop series that contains all of them, but they can be applied flexibly according to individual needs as well.





CHALLENGE IDENTIFICATION

Preparation & Instructions

Description

Collectively discussing and mapping the challenges for each step of the process ensures that multiple points of view and perspectives are included significantly lowering the risk on missing out on crucial challenges. To ensure the effectiveness of this exercise make sure, that all relevant groups, stakeholders and actors are represented in some way.

How to conduct

Duration:

45 - 60 min

Resources:

- Existing basis of a process
- If available, specific activities for each step of the process

Material:

Pens, post-its

Participants per team:

5-20

Instructions:

1. If some of the activities for the single steps are already defined, the template can be pre-filled to provide more guidance and direction to the participants.
2. Explain and define the activity going through the entire process step by step to answer questions or clarify the overall process.
3. After aligning all participants, launch the group discussion and brainstorming activity of writing down the challenges and assigning them to the phases of the process. Depending on the size of the group the participants can be divided to concentrate either on specific phases or focussing on different thematic areas.
4. A final voting of the most urgent challenge can be helpful for prioritization and identification of those challenges, that should be tackled beforehand.



CHALLENGE IDENTIFICATION

Template

Map the challenges for each step of the journey thinking of the activities to be carried out and what problems and barriers might arise.

PHASE	UNDERSTAND	MOBILISE	FRAME & ASSESS	COMMIT	ACTIONS	INVEST	MONITOR & LEARN	CONNECT & INSPIRE	AMPLIFY
ACTIVITIES									
CHALLENGES									



ACTOR MAPPING

Preparation & Instructions

Description

Actor Mapping in relation to a specific challenge lets participants reflect on who could potentially contribute to the development and implementation of a solution by being directly related to the challenge, or having the resources, means or interest in contribution to a solution.

The mapping of those actors as a collective exercise helps to gather different perspectives and consider the inclusion of 'unusual' actors while having a first opportunity to reflect on potential pathways to solutions.

How to conduct

Duration:

30-45 min

Resources:

- Previously defined challenges
- Other research data (if available) like slides, graphs and insights (paper-based or digital)

Material:

Pens, post-its

Participants per team:

3-10

Instructions:

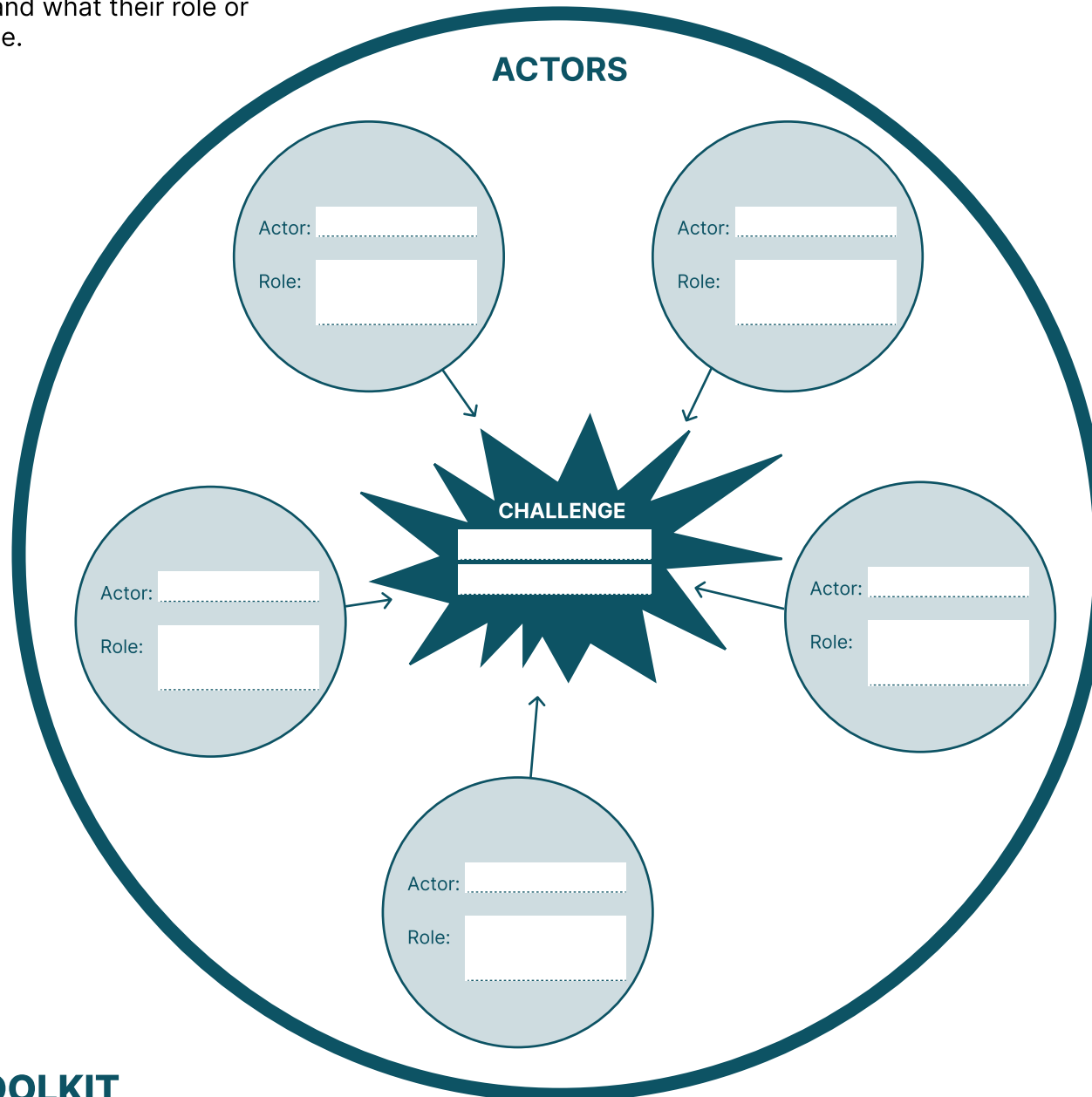
1. If some of the actors that will or may play a role in the new solution are already defined, the template can be filled (partly) prior to the activity.
2. Introduce the template to the participants and the goal of the exercise. Explain how the discussion of potential stakeholders for the resolution of the challenge can lead to the identification of opportunities towards concrete and implementable solutions.
3. Divide participants in groups, if necessary.
4. Ask the teams to fill the template during a group discussion focussing on brainstorming of actors in the ecosystem and their skills, capabilities and resources. How could these contribute to potential solutions?



ACTOR MAPPING

Template

Identify the actors that could provide to the potential solution and what their role or contribution may be.





HOW MIGHT WE...

Preparation & Instructions

Description

'How Might We', or short HMW, questions are used by designers to transform problem statements or challenges into opportunities throughout the initial phases of the process of solutions finding.

It is meant to rephrase previously stated problems and challenges as opportunities as an ideal starting point to then solve the initial challenges.

Take care that questions are neither too broad nor too narrow to ideate solutions later on like this:

"How might we design a product that makes our users feel confident and secure during their online financial transactions?"

A too narrow HMW question is this one:

"How might we design a product that helps users deposit their paycheques in three easy steps by using a guided workflow?"

A too broad HMW question could be

"How might we design the world's most innovative banking app?"

How guides team members to believe the answer is out there.

Might lets everyone know that there's the possibility (and opportunity) of failure

We reminds that solution finding and service design is teamwork

How to conduct

Duration: 30min

Resources:

- Previously defined challenges
- Other research data (if available) like slides, graphs and insights (paper-based or digital)

Material: Pens, post-its

Participants per team: 3-10

Instructions:

1. Introduce the template to the participants and the goal of the exercise. Define the focus of what is the reasoning behind moving from challenges to 'How might we's...?'
2. Divide participants in groups, if necessary
3. Ask the teams to fill up to 5 HMW statements for each challenge. Ensure that it is clear that at this point the team is starting to look for solutions instead of challenges.
4. A quick discussion or voting session can finally help to identify the final HMW question to be used for the generation of ideas



HOW MIGHT WE... TEMPLATE

Transform the previously identified challenges into opportunities by rephrasing them as 'How might we...?' questions

HOW MIGHT WE...

.....

.....

.....

HOW MIGHT WE...

.....

.....

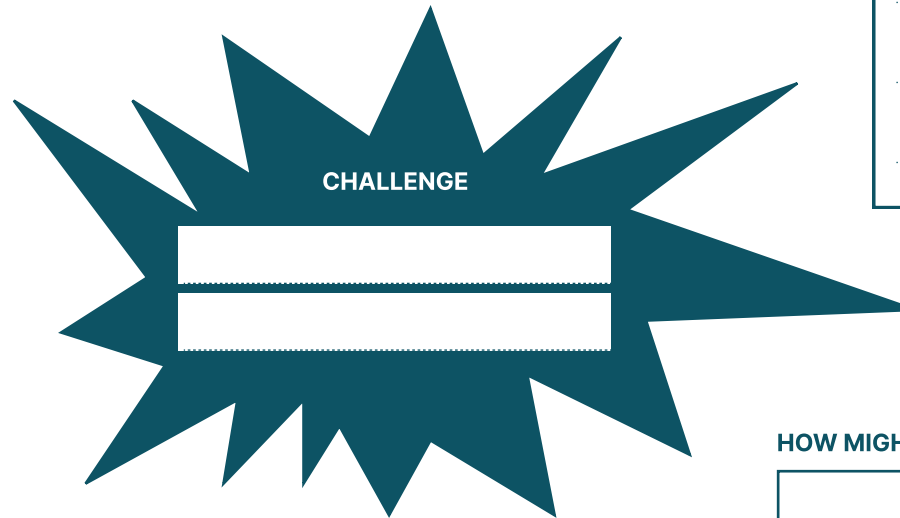
.....

HOW MIGHT WE...

.....

.....

.....



CHALLENGE

HOW MIGHT WE...

.....

.....

.....

HOW MIGHT WE...

.....

.....

.....

HOW MIGHT WE...

.....

.....

.....



IDEA BRAINSTORMING

Preparation & Instructions

Description

Brainstorming is done in groups to ideate solutions for challenges. As an open discussion it aims to build on each others' ideas and being as creative and open as possible. If the participants have diverse backgrounds, the ideas developed may cover a broad range of possible solutions that can be then evaluated and further developed into implementable and sustainable solutions.

How to conduct

Duration: 30 - 45 min

Resources:

- How might we questions
- Inspirational stories or case studies (if available)

Material: Pens, post-its

Participants per team: 4 - 10

Instructions:

1. Pre-fill the single templates with the previously developed 'How might we...?'-questions
2. Let participants brainstorm in groups writing down all their ideas on post-its. Encourage to build on each others' ideas trying not to judge or limit them to exploit the full creative potential of everyone.
3. After the brainstorming ideas can be grouped for similarities to then vote or choose in a democratic way one or more ideas to be developed further.



IDEA BRAINSTORMING TEMPLATE

Brainstorm potential solutions as responses to the selected 'How might we...?'-question. Generate as many ideas as possible

HOW MIGHT WE...

<hr/> <hr/> <hr/> <hr/>



IDEA CARDS

Preparation & Instructions

Description

The Idea Card tool helps to organize and detail an idea in only one page. It requests detailing the needs and challenges addressed, how the solution works and who is involved.

It can help elaborating initial ideas more in detail to then present it to others to receive preliminary feedback.

In a group the Idea Card may spark discussions on how initial ideas can be implemented pointing out key factors, barriers and opportunities while further developing a concept.

How to conduct

Duration: 45 - 60 min

Resources:

- Ideas from brainstorming
- Other selected ideas (from ideation sessions)

Material: Pens, post-its

Participants per team: individually or in teams of 2 - 6

Instructions:

1. Introduce the template to the participants and the goal of the exercise. Previously define the ideas to be elaborated either in a voting session after the brainstorming or by finding another way of selecting single ideas or clusters to be further elaborated
2. The tool can be completed individually or in groups. Start the activity by defining the challenge and the specific ideas that you are working on
3. Ask participants to fill the idea card field by field to further detail the concepts.
4. Organize a final sharing session for feedback



IDEA CARD

TEMPLATE

Take a preliminary idea together with the initial challenge and detail it further developing potential ways of working, actors involved and key objectives.

CHALLENGE What challenge are you addressing?	IDEA
NEEDS What needs does the city have related to the challenge?	OBJECTIVE What does the solution achieve? What is the ultimate objective?
HOW? How is the new solution working?	WHO? Who is involved in the building and delivery of the solution?