LIME

Co-creation Impact Compass

Working together to foster impact

Co-creation Impact Compass

As a researcher or innovator, you are working to improve healthcare. Naturally, you want the final results to be applied and to actually improve practice, and consequently have impact.

You can only achieve this by working in co-creation with others. In complex settings such as healthcare, where you are faced with many different stakeholders and various interests, working together in co-creation is both necessary and challenging.

What do we mean by co-creation?

We define co-creation as an active, creative, and open process in which all stakeholders are involved and can influence the final result.

Co-creation can be applied in all stages of a research or project, from clarifying a problem and formulating a question to the stage of implementation and dissemination. Co-creation is more than simply applying a certain method. It is a mindset in which you come to a suitable solution for a collectively defined problem with all those involved.

To get an impression of co-creation within the LIME innovation programme, watch this video:

Do you need more information about the Co-creation Impact Compass? Contact info@limeconnect.nl or visit LIME's website at www.limeconnect.nl

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What is the compass?

The name Co-creation Impact Compass is derived from the link between co-creation and impact. Co-creation contributes to shared responsibility and a mutual support base. This increases the success of the implementation of the new or to-be-improved product. Impact means that the finished result is not simply shelved but has real social and economic significance, and meets the needs of the target group.

'The Co-creation Impact Compass supports you in selecting an appropriate co-creation method for a current question at any stage of a research or project.'

Who is the compass intended for?

This toolkit is intended for researchers, innovators, project leaders, managers, teachers, and students in the healthcare and welfare sector, and beyond. It is for people who want to innovate and improve existing practice, and who want to do so in co-creation with others. Innovation can be about developing expertise, a concrete product, an improved service, process, or something else. For the sake of readability, in this compass we always refer to a product within a research innovation project.

For information on the development of the compass, please read our publication:

LIME focuses on the concept of 'smarter assessment to improve health and healthcare'. This objective requires that various stakeholders from healthcare, citizens, research and education, government, and businesses work together in co-creation. The compass was developed based on the needs and the knowledge gained in LIME. It includes the researchers of LIME, experts in the areas of design thinking, business, and civic participation, and teachers and researchers of Zuyd University of Applied Sciences and Maastricht University.

How do you use the compass?

The Co-creation Impact Compass aims to answer the following question: Co-creation: how do you do it? There are many methods for co-creation available, including methods from the areas of design thinking, business, and healthcare. Due to this wide range of different fields, it is not easy to determine which methods are suitable for which purpose and at what time. That is where the Co-creation Impact Compass comes in. You can use this compass in three different ways:

1. Starting with the right question

You are at the beginning of your project, or already halfway through it. You wonder how co-creation can strengthen the impact of your work and what methods you can use to achieve this. The building blocks of the compass and the questions included will help you to find a suitable co-creation method.

2. Starting from a certain stage in my project

You are in a certain stage of your project and are looking for a method that corresponds to this particular stage. The building blocks of the compass will help you to find a suitable co-creation method for each stage.

3. Directly, to your preferred method

You know which co-creation method you want to use and are looking for a manual and/or reference material related to it. Using an alphabetical list, you can go straight to the information you need. For each method, we indicate which building blocks of the compass the co-creation method belongs to.

Route 1: Starting with the right question

Choosing the right co-creation method starts with asking the right question. What exactly is it that you want? For this purpose, we have modelled the compass. The model of this **Co-creation Impact Compass** consists of five building blocks:

- **Value proposition:** the added, unique value of the product
- **Target group:** those who will use the product
- **Stakeholders:** all relevant partners in the project
- **Co-creation:** exploring, designing, selecting, and testing the problem together
- **Impact:** ensuring that the product has value

Together, the five building blocks are needed to eventually achieve impact. It goes without saying that they are interconnected. In interaction with each other, all building blocks influence the final impact

How does the compass work?

Click on a building block to explore it further. For each building block, you will find a preparation assignment with questions that may relate to your research project. This will help you identify the questions which you still need answers to. You will be directed to a suitable method. You can then click on this method to find out more about the why, what, and how of that method.

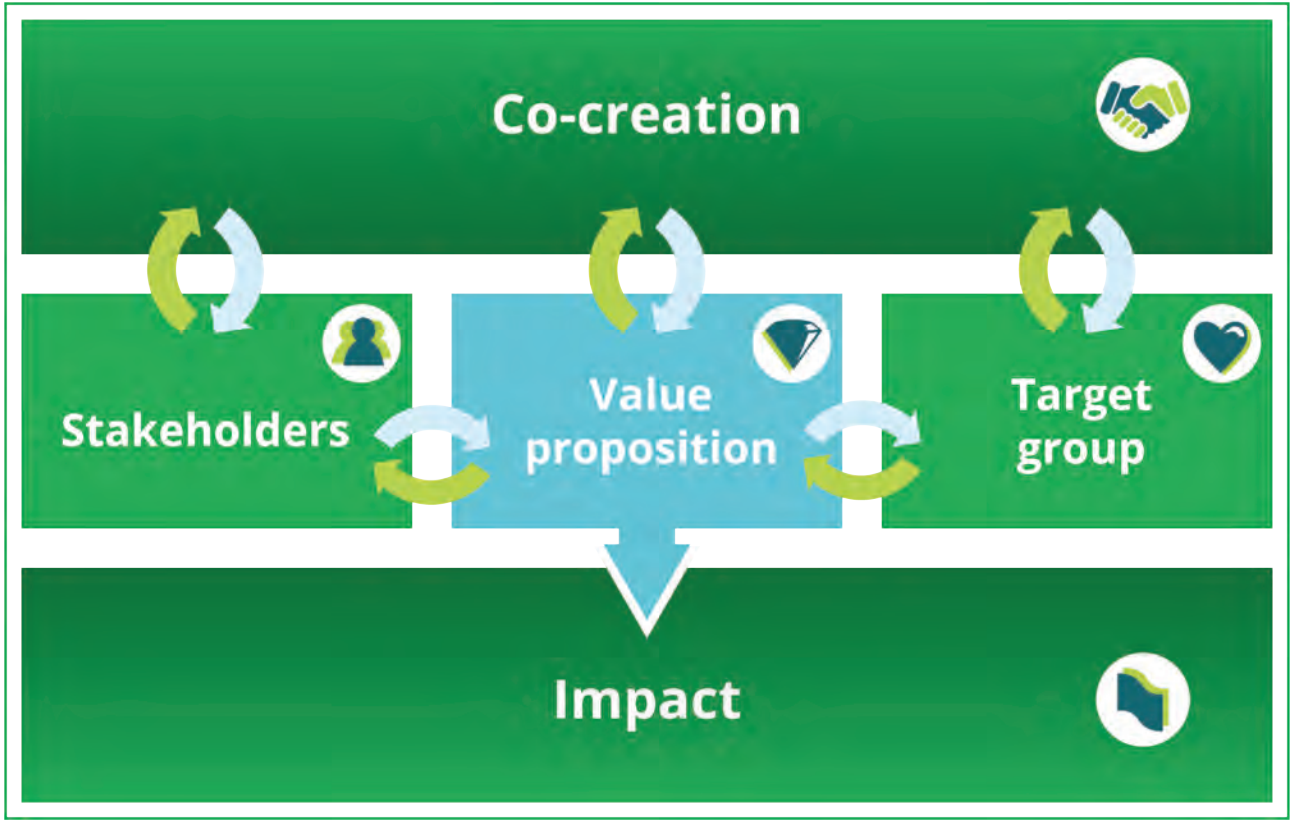
Understanding the target group

Understanding the stakeholders

Determining the value proposition

Co-creation process

Determining the impact



The Co-creation Impact Compass is meant to reflect where you currently stand in your project.

How do you read the compass?

The three building blocks in the middle are derived from a well-known model from the area of business, namely the **Business Model Canvas (BMC)**.

The upper and lower building blocks (co-creation and impact) have been added. Together, these five building blocks are needed to achieve impact. It goes without saying that the building blocks are interconnected. This is indicated by arrows.

From each building block, you can ask yourself some questions and reflect on where you stand in your project. It is important to have a clear understanding of the middle three building blocks first: Value proposition, Target group, and Stakeholders. The extent to which stakeholders and target groups can agree on the value proposition and the success of the collaborative process between stakeholders and target groups, is mainly achieved through co-creation. This is stated in the upper building block. In interaction with each other, all these building blocks influence the final impact.

Back to the compass

The Co-creation Impact Compass

Target group

Preparation

Determine your target group(s).
A target group may include:

- **the end user:** the person who will use the product, e.g. the patient, client, or citizen.
- **the provider:** the person who provides the end user with the product, e.g. a practice nurse or physiotherapist.
- **the client:** the person who commissions the development of the product, e.g. the innovation manager of a healthcare organisation.

Gain more insight into your target group

Depending on your already existing knowledge and experience with the target group and their capabilities, the questions below may be relevant:

- How do we identify the experiences of our target group?
- How can we empathize with our target group?
- How can we experience the needs of the target group ourselves?
- How do we differentiate between different types of people within a certain target group?
- How do we record people's experiences with a product or service?
- How can we visualize all the target group's actions?

Back to the compass

The Co-creation Impact Compass is meant to

Stakeholders

Preparation

By stakeholders, we mean all those involved in a project, including the target group. The target group is also included separately as a building block in this model, because it requires additional attention. Involving other stakeholders (e.g. department manager, referring physician, IT worker, or health insurer) in your project contributes to creating support and shared responsibility. This increases the success of the implementation of the new or to-be-improved product.

Who are the stakeholders in your project? Identify all possible stakeholders and write them down.

Getting to know and involving stakeholders

Depending on your existing knowledge and experience with the stakeholders and their capabilities, the questions below may be relevant:

- What is the relationship between our stakeholders?
- How can we engage our stakeholders in our research project?
- How can we align the input and expectations of all stakeholders?

Value proposition

Preparation

During the preparation of a project – when analysing the problem and formulating the question – it is important to clarify what unique value proposition you want to create. A value proposition is closely related to the target group and can be societal, economic, or scientific. The building block 'Value proposition' has a close connection with the final impact.

Discuss the following questions in your team:

- What do we offer our target group?
- What is the added value?

Watch this video to draw inspiration from Simon Sinek's 'Golden Circle'.

Determining the value proposition

- How can we match our solution to our target group?
- How do we determine the value proposition for our target group?
- How can we evaluate how user-friendly a digital product is?
- How can we evaluate a product with feedback from the end user?

Back to the compass

ently stand in your project.

Back to the compass

The Co-creation Impact Compass is

Co-creation

Preparation

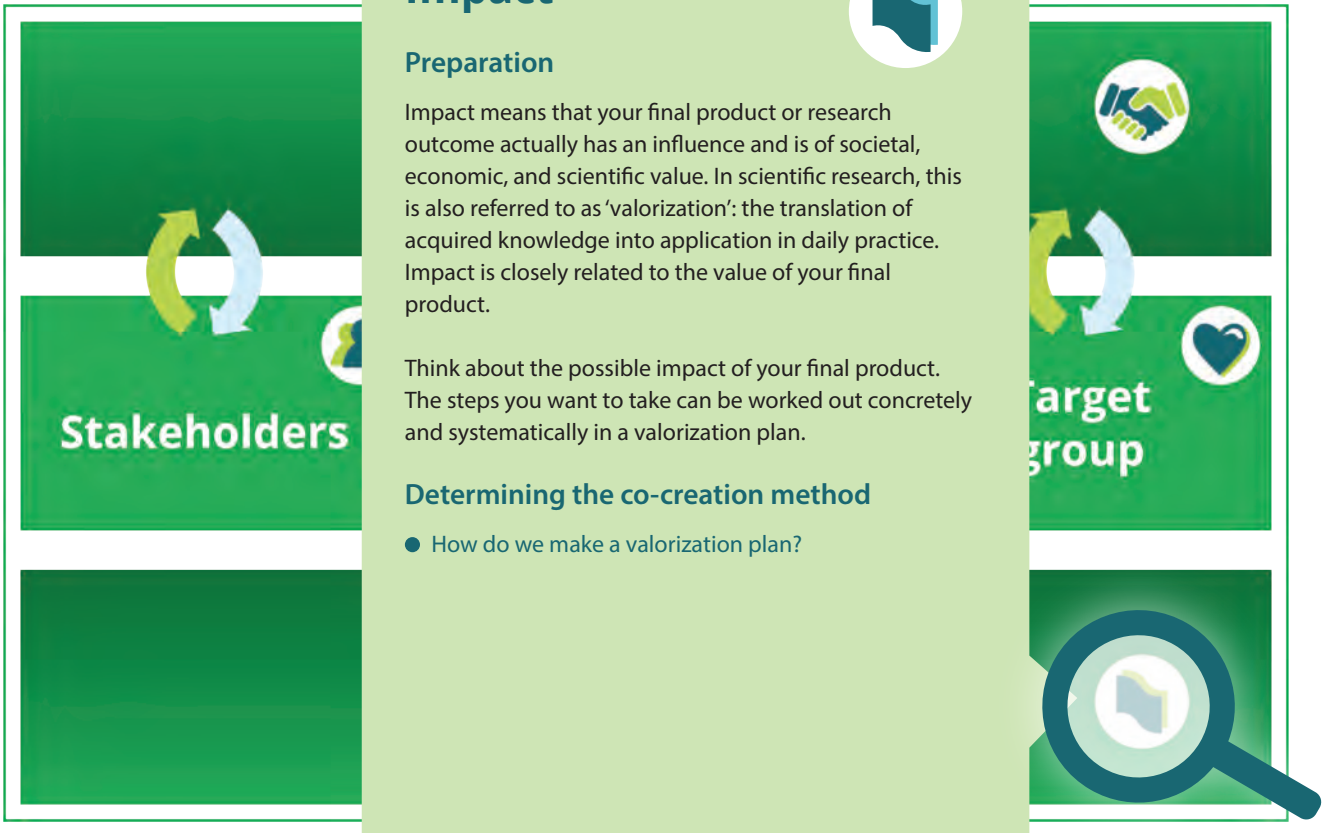
We define co-creation as an active, creative, and open process in which all stakeholders are involved and can influence the final result. Co-creation starts by bringing people together to work on the project.

Depending on the chosen co-creation method, recruiting the right participants – and the number – can take up a lot of time. We therefore strongly recommend starting on time.

Determining the co-creation method

- How can we draw out different perspectives?
- How can we make choices based on priority?
- How can we select the most valuable ideas?
- How do we reach a consensus?
- How do we uncover existing knowledge and experience?
- How do we ensure that a process is clear to everyone?
- How do we get a first impression of how a product works in practice?
- How can we come to solutions together?

Back to the compass



The Co-creation Impact Compass is

Impact

Preparation

Impact means that your final product or research outcome actually has an influence and is of societal, economic, and scientific value. In scientific research, this is also referred to as 'valorization': the translation of acquired knowledge into application in daily practice. Impact is closely related to the value of your final product.

Think about the possible impact of your final product. The steps you want to take can be worked out concretely and systematically in a valorization plan.

Determining the co-creation method

- How do we make a valorization plan?

Route 2: Starting from a certain stage

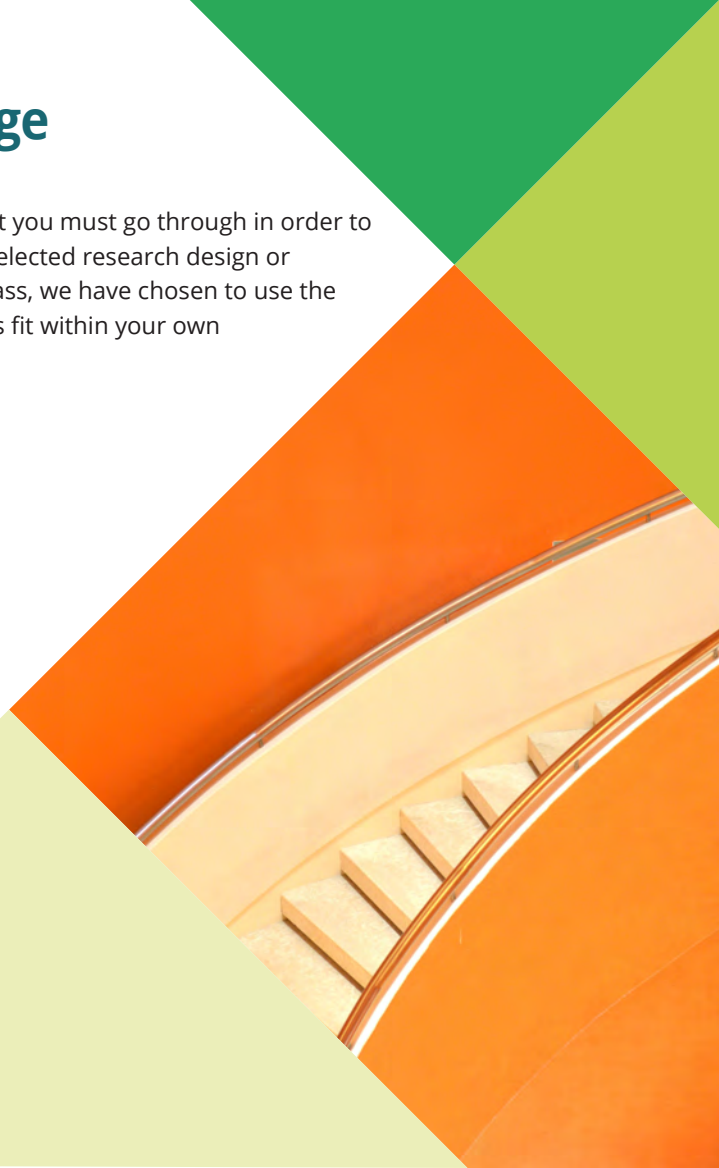
In every project, there are a number of successive stages – or phases – that you must go through in order to achieve a final result based on a problem or question. Depending on the selected research design or method, certain terms are used for this. For the Co-creation Impact Compass, we have chosen to use the four phases described below. You can check for yourself how these phases fit within your own project.

Four different phases

- Phase 1: Explore and understand
- Phase 2: Design and selection
- Phase 3: Test and evaluate
- Phase 4: Implement and disseminate

For each phase, we refer to building blocks from the Co-creation Impact Compass. Click on a building block to explore it further. For each building block, you will find a preparation assignment with questions that may relate to your project.

This will help you identify the questions which you still need answers to. You will be directed to a suitable method. You can then click on this method to find out more about the why, what, and how of that method.



1 Explore and understand

The more insight you have into the situation and the difficulties that your target group experiences, the better you can formulate an objective for the project.

2 Design and selection

After analysing the problem and formulating an objective, it is important in every project to think of possible solutions and to turn these ideas into a concrete plan.

3 Test and evaluate

In this phase you will test the trial version(s) with different people and in different situations that fit your project.

4 Implement and disseminate

As a final step, the final result of your project is implemented in daily practice.

Phase 1: Explore and understand

In the first phase of a project, you will identify, explore, and map the problem in order to understand what the actual problem is.

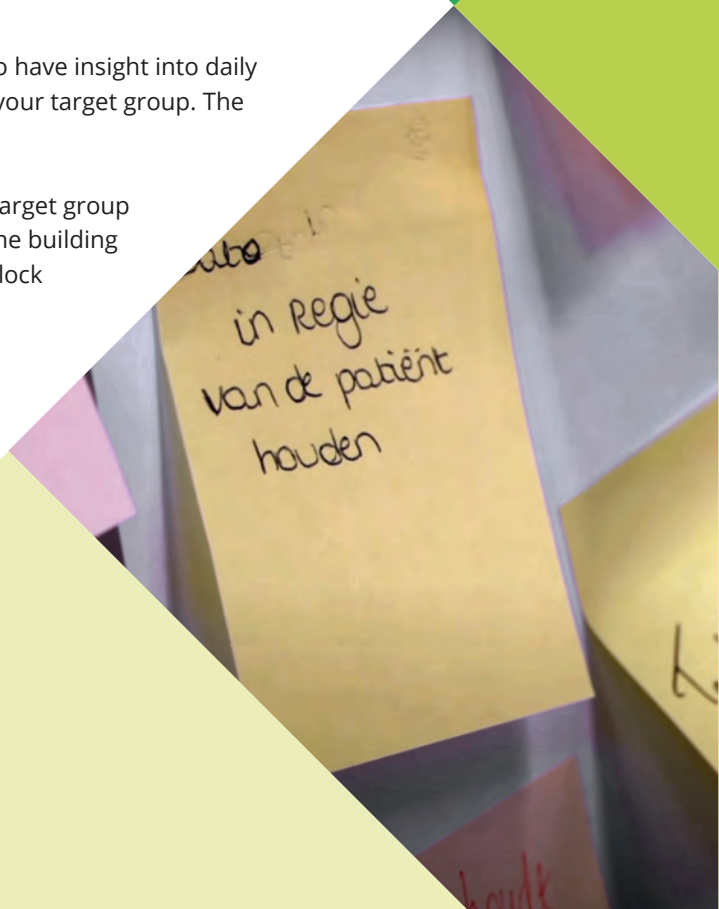
In order to properly identify and understand the problem, it is important to have insight into daily practice and to be able to relate to the mindset and living environment of your target group. The methods within the building block **target group** can help you with this.

The more insight you have into the situation and the difficulties that your target group experiences, the better you can formulate an objective for the project. In the building block **value** you will find a method to support this process. The building block **impact** can also be explored initially.

Target group

Value proposition

Impact



Phase 2: Design and selection

After analysing the problem and formulating an objective, it is important in every project to think of possible solutions and to turn these ideas into a concrete plan. Do not forget to involve the right people and to clarify the expectations of both parties. You can find methods in the building block **stakeholders**.

The building block **co-creation** offers various methods for devising, exploring, and developing ideas and concept versions.

In the building block **target group**, you will also find methods to keep in sync with the people you are working with.

Stakeholders

Co-creation

Target group

Phase 3: Test and evaluate

In this phase you will test the trial version(s) with different people and in different situations that fit your project. This is often done in an iterative process of testing and evaluation.

The building block **co-creation** includes all kinds of methods to keep stakeholders actively involved. Remember to keep looking ahead: what activities are needed in this phase to ensure that results can be sustainably implemented in practice? The building block **impact** provides a method for this.

Co-creation

Impact

Phase 4: Implement and disseminate

As a final step, the final result of your project is implemented in daily practice.

During the planning and execution of this phase, the building blocks **stakeholders** and **impact** are important.

Stakeholders

Impact

Route 3: Starting with a method

1. A Day in the Life
2. Business Model Canvas
3. Context Mapping
4. Customer Journey
5. Design Charette
6. Empathy Mapping
7. Heuristic Evaluation
8. 100-dollar method
9. 5W1H, 5WHY, Framing
10. MoSCoW method
11. Nominal Group Technique
12. Participation Game
13. Personas
14. Process Mapping
15. Prototyping
16. Shadowing
17. Stakeholder Mapping
18. Usability Testing
19. Value Proposition Canvas
20. Value Pursuit
21. World Café
22. Six Thinking Hats of Bono

A Day in the Life

Why?
To make sure an innovation fits well into people's daily lives.

What?
A visual representation of one day in the life of an individual from the target group. Everyday situations are systematically mapped out.

How?
Collect stories about the activities of a few people from your target group, from sunrise to sunset, and put these on a timeline. Use Post-it® notes with short texts, drawings, pictures, etc. The results are then presented in the form of a storyboard or comic strip. By comparing different days, you can get deeper insights.

90 - 120 minutes

1 - 4 participants

- Sketch paper, A3 minimum
- Pens/markers
- Post-its notes
- Drawings, magazines, images to support the story

Business Model Canvas

Why?

For making a well-thought-out business plan for a yet to be developed product.

What?

The mapping of nine building blocks that are important for a successful business plan in a structured way.

- **Create value**: Target groups, value proposition
- **Realising value**: Key partners, key activities, key resources, customer relationships, channels
- **Securing value**: Cost structure, revenue streams

How?

Start with the building block for 'creating value', then 'realizing value', and finally 'securing value'. Everyone writes their answer on a Post-it note and sticks it on the corresponding building block on the canvas. You will then discuss these in your group.

120 minutes

2 - 8 participants

- Different canvas for each building block
- Post-it notes
- Pens/markers

Context Mapping

Why?

To ensure that a new product fits well with the experience and needs of the target group.

What?

Context mapping is a method for gaining insight into the living environment, emotions, and needs of the end user. Participants make a collage and use this to tell their story. With context mapping you dive a little deeper than with the usual interview methods. You uncover the more subconscious knowledge and underlying values.

How?

Look for a variety of pictures and words that fit the theme. Hand these out on A4 paper. The participants cut out what matches their interests and use it to make a collage on the template (‘mapping’). They then tell their story using this collage.

90 - 120 minutes

5 - 20 participants

- A3 template
- Markers, scissors, adhesive
- A4 with words related to the theme (come up with them yourself)

Customer Journey

Why?
To identify how users interact with a product or service and what their experiences are.

What?
A visualization of the experiences that people have when interacting with a product or service. By means of a structured story (a user map), the actions, feelings, and perceptions of the user at each contact moment become visible and are evaluated. This way, possible obstacles and areas that require improvement are discussed and eventually optimized.

How?
Based on conversations with users, you first have to identify the moments when these end users come into contact with a product or service. These moments are called 'touchpoints'. By connecting the different touchpoints, you can tell the whole 'customer journey'. From there, you can discuss the areas that need improvement.

Customer Journey is often made in combination with Personas.

60 - 120 minutes

4 - 8 participants
per group

- Paper (A3 of larger)
- Post-its notes
- Pens/markers

Design Charette

Why?
To efficiently come up with and evaluate solutions to one or more problems together.

What?
A cyclic process of brainstorming, particularly suitable for larger groups and multiple problems.

How?
Divide the group into smaller groups of a maximum of five people. One problem is discussed per subgroup. The moderator explains the problem(s). Each group sits at a table and starts outlining possible solutions to the problem (10–15 min). Next, three people switch tables and two stay seated. They introduce the problem and share their ideas with the new group, which then responds with its own ideas. This way, the different topics and the ideas presented go through all groups and everything is discussed. The groups are changed several times until there is little new input and/or time has expired.

At the end, all ideas are collected, analysed, and prioritised.

90 - 120 minutes

10 - 30 participants
3 - 5 per subgroup

- Paper (A3 or larger)
- Post-its notes
- Pens/markers

Empathy Mapping

Why?
To give all stakeholders a say in the decision-making process.

What?
A structured method for mapping the behaviour, thoughts, and feelings of end users based on collected insights and/or consultation with others (loved ones, professionals, or experts).
You map out the feelings and perception of the target group in order to formulate the added value of the innovation.

How?
Think about the question you want to ask, based on your research topic. Gather as much information as possible from different people in your target group on the following four questions:

1. What does someone think and feel?
2. What do they see in their environment?
3. What do they hear?
4. What do they say or do in their daily life?

Using the answers to the questions, you can determine the pains and gains of the target group.

The Empathy Map provides input for the Value Proposition Canvas.

60 - 90 minutes

4 - 12 participants

- Template
- Post-it notes
- Pens/markers

Heuristic Evaluation

Why?
To ensure that a digital product or interface is user-friendly and manageable.

What?
A systematic way to design and evaluate a digital product or interface (website, app).

How?
The participants use the website or app and give feedback using ten guidelines – Jakob Nielsen's ten heuristics. This checklist contains the following points:

1. Visibility of the system state
2. Match between the system and the real world
3. User control and freedom
4. Consistency and standards
5. Error prevention
6. Recognition rather than recall
7. Flexibility and efficiency
8. Aesthetics and minimalist design
9. Recognition of diagnose and recovery of errors
10. Help and documentation

30 - 60 minutes

4 - 15 participants

- Template

100-dollar method

Why?

To give all stakeholders an equal say in the decision-making process.

What?

A simple and practical way to prioritize ideas using fictitious money. Money appeals to the imagination and, as a system, it is a familiar way of expressing value.

How?

Present the different ideas (whiteboard, desk or table, flipchart). Give the participants fictitious money such as monopoly money or Post-it notes. The participants then split this money between the ideas. Write down the amount of investment for each idea. Ask participants to explain their arguments. Discuss in plenary which ideas have the most merit to pursue. If the list is still too long, ask participants to divide their money again.

60 - 90 minutes

4 - 15 participants

- Paper
- Pens/markers
- Flipchart or whiteboard

5W1H, 5WHY and Framing

Why?

To gain a better understanding of the practical problem, so a better focus for problem solving is obtained and the product is of value to the target group.

What?

Three different structured ways of asking questions to gather as much information as possible. These questions help to get to the root of the problem, so solutions can be sought.

5W1H is about asking the following questions: what, who, when, where, why, and how?
5WHY involves asking increasingly more in-depth questions: Why?
Framing means describing the problem from different perspectives. You are going to 'reframe' the problem and see if there is a better problem to solve.

How?

The methods can be used one after the other in small discussion groups, in which the client, target group, and other stakeholders are involved. Use the worksheets for this. Start with **5W1H**. Then you examine the problem in more detail using the **5WHY** method. From these **5WHY** questions, you get different perspectives (frames) on the problem.
These form the foundation of the **Framing** method.

45 minutes
per method

4 - 6 participants

- Template 5WH1
- Template 5WHY
- Template Framing

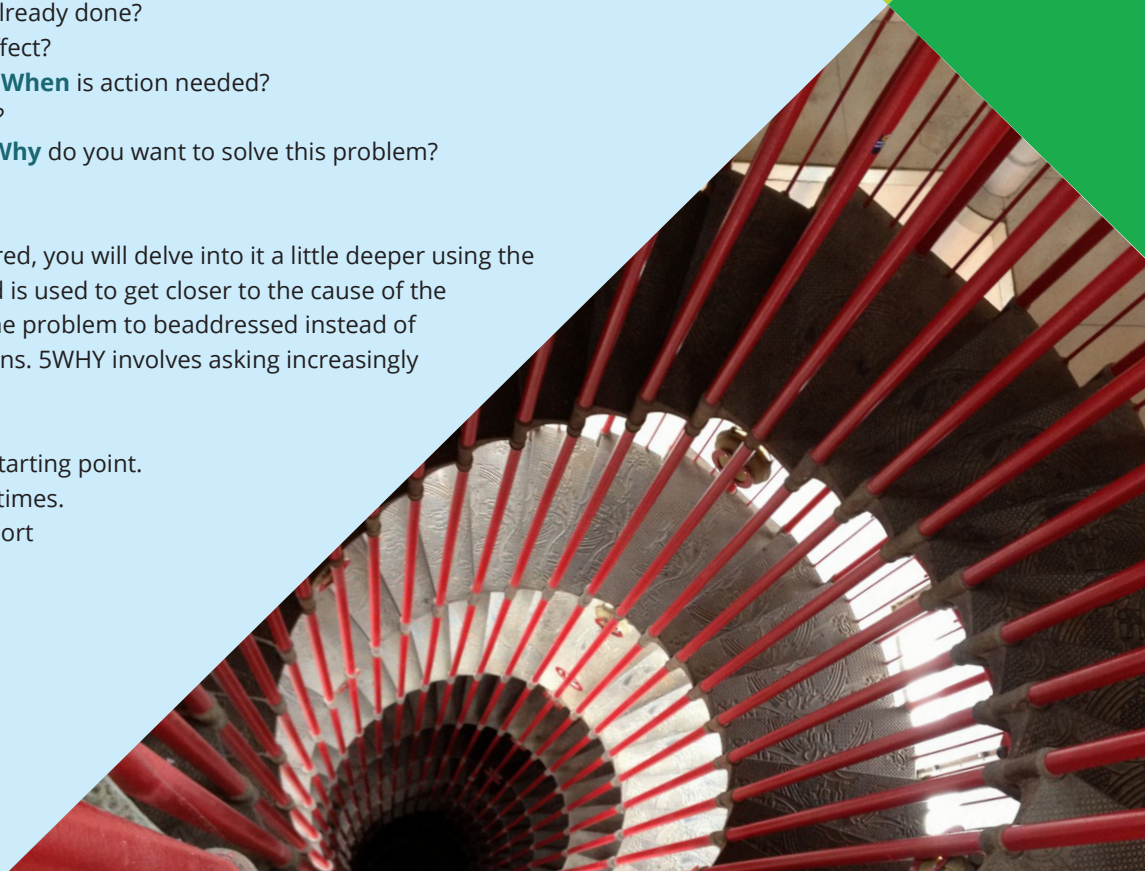
5W1H, 5WHY en Framing (continuation 1)

The **5W1H** method consists of answering a number of questions together:

- **What** is the problem? **What** is already done?
- **Who** is involved? **Who** does it affect?
- **When** does the problem occur? **When** is action needed?
- **Where** does the problem occur?
- **Why** does this problem occur? **Why** do you want to solve this problem?
- **How** could this problem arise?

After the problem has been explored, you will delve into it a little deeper using the **5WHY** method. The 5WHY method is used to get closer to the cause of the problem. This allows the root of the problem to beaddressed instead of the consequences, as often happens. 5WHY involves asking increasingly more in-depth questions: **Why**?

Take the proposed problem as a starting point.
Ask each other 'Why?' at least five times.
Be as clear as possible, and use short and simple answers.



5W1H, 5WHY en Framing (continuation 2)

From these 5WHY questions, you get different perspectives (frames) on the problem. These form the foundation of the Framing method.

Framing

A clear formulation outlines the purpose of your research project and gives a better focus to the solutions you come up with. It is important not to stick to one frame, but to explore several. We call this 'reframing'. The aim is not to find the 'real' problem, but to see if there is a better problem to solve. After all, most problems have multiple causes and can be solved in many ways. Once the problem has been identified, one or more 'HCW questions' are formulated: 'How Can We ... ?'

5W1H, 5WHY en Framing (continuation 3)

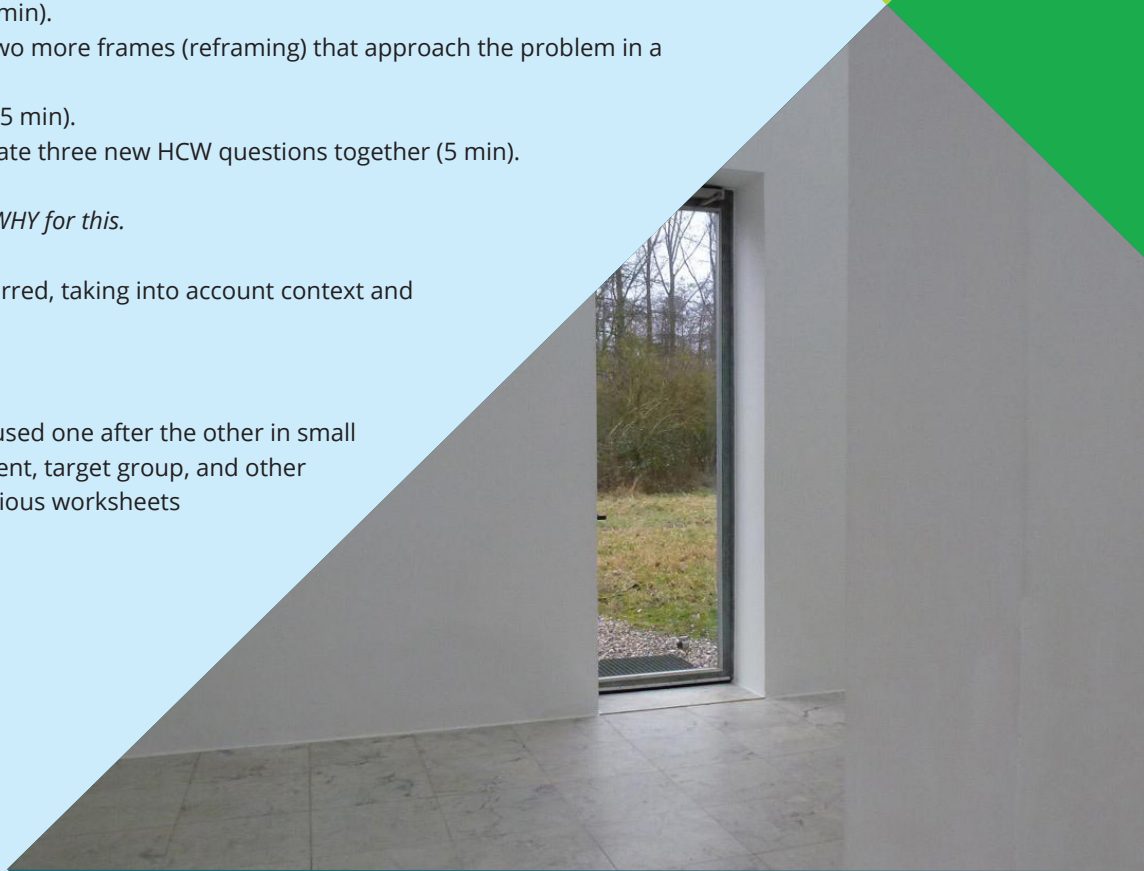
Divide the team into pairs or trios and give each group a worksheet (Framing).
Each group will choose a frame as a starting point and prepare their first version of a 'How can we ...?' HCW-question (5 min).
Each group then tries to think of two more frames (reframing) that approach the problem in a different way (5 min).
Share the results with each other (5 min).
Take a new worksheet and formulate three new HCW questions together (5 min).

Use your insights from 5W1H and 5WHY for this.

Determine which frames are preferred, taking into account context and space for solutions.

Implementation

The three methods above can be used one after the other in small discussion groups, in which the client, target group, and other stakeholders are involved. The various worksheets can be used for guidance.



MoSCoW methode

Why?

To give everyone a say in determining the urgency or priority of a particular choice you have to make regarding the requirements of a product, service, or process.

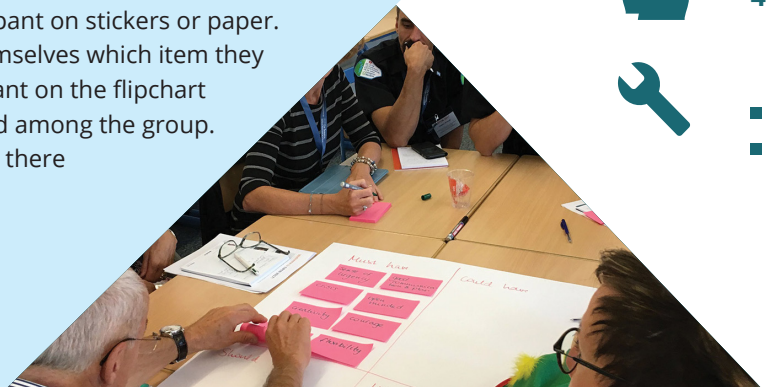
What?

A structured way of identifying the priorities in the further development of a product. Rank the requirements that were drawn up earlier.

- **Must-have**: required to be able to speak of a workable product, service, or process.
- **Should-have**: high priority, but not required for a usable product, service, or process.
- **Could-have**: an option that is only included if there is time left.
- **Would-have**: no priority, may be considered again in the future (also: won't-have).

How?

It should be clear beforehand what is to be 'voted on'. These items are made available to each participant on stickers or paper. Then each person decides for themselves which item they will stick to which MoSCoW quadrant on the flipchart or board. The results are discussed among the group. This process can be repeated until there is a consensus.



120 - 180 minutes

4 - 12 participants

- Flipchart with MoSCoW quadrant
- Post-it notes or stickers containing the items that will be voted on

Nominal Group Technique

Why?
To make an informed decision through consensus.

What?
A structured method for reaching a group consensus.

How?
The moderator explains the question. Each participant takes a few minutes to think about possible solutions. Each participant writes these solutions down. There will be no consultation or discussion.

The moderator goes around the group collecting ideas, until no new ideas come up. These ideas are written down in keywords on a flipchart.
A participant can skip a turn if their answer has already been mentioned.

The items mentioned are numbered chronologically. There will be no discussion in this round. However, participants may ask questions for clarification.

In a plenary discussion, the answers are sorted into categories. Each participant prioritizes the categories. The category with the highest priority is ranked first place, the next one second place, etc.
This shows where the participants' priorities lie.

60 - 120 minutes

6 - 15 participants

- Pens/markers
- Flipchart and/or whiteboard

Participation Game

Why?

To be explicit about how the different stakeholders can participate per phase of the project.

What?

A serious game for visualizing the role and input of all stakeholders in each phase of the project. The roles are defined as follows:

- information: stakeholder is informed
- consultation: stakeholder is consulted
- advise: stakeholder gives advice
- partnership: stakeholder and researcher decide together
- control: stakeholder decides

These roles are in the different columns of the matrix. The project phases refer to the different development phases that are evident in every project. These are defined per project. The result is a complete overview of all stakeholders and roles per phase.

60 - 120 minutes

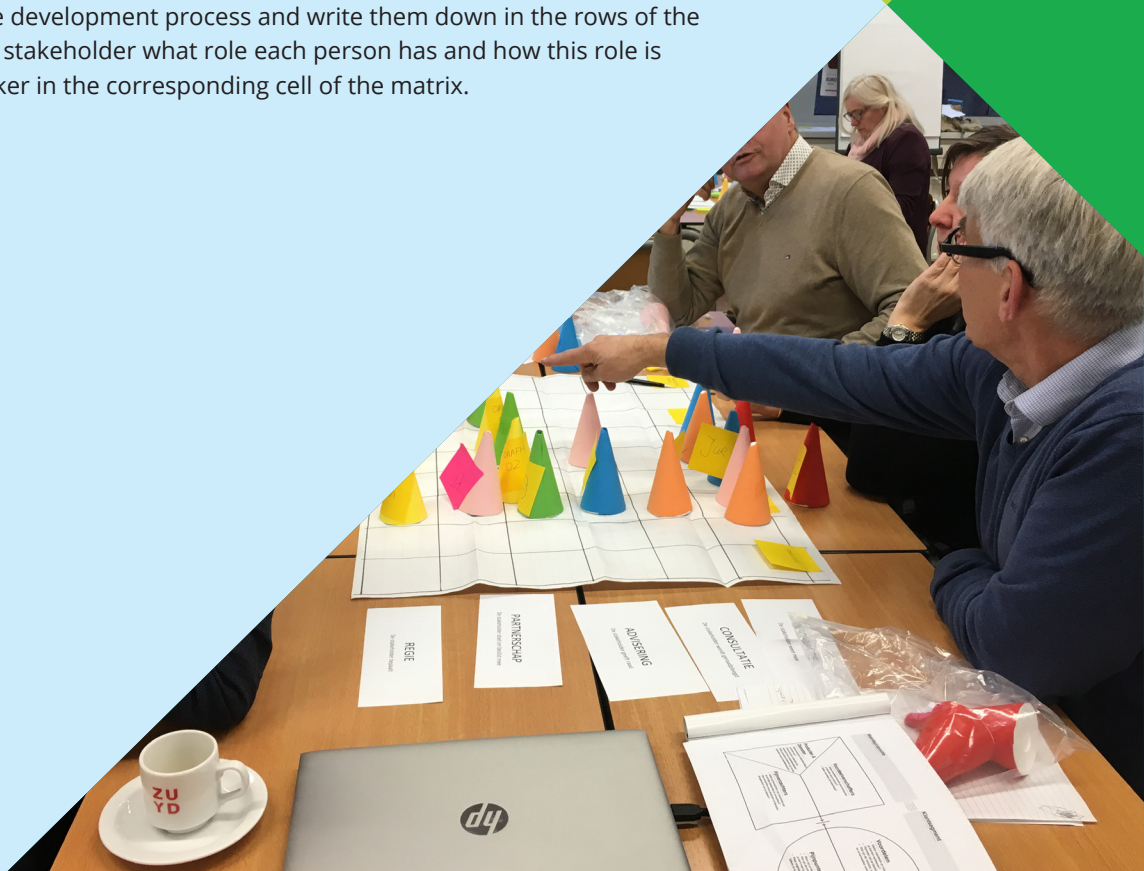
4 - 8 end users, stakeholders

- Template
- Tokens
- Pens and/or markers

Participation Game (continuation)

How?

Start by identifying the stakeholders and assign them each a colour (a token or Post-it note). Identify the different phases of the development process and write them down in the rows of the matrix. Discuss per phase and per stakeholder what role each person has and how this role is interpreted. Put the coloured marker in the corresponding cell of the matrix.



Personas

Why?
To give the target group an identity to support communication in the design team.

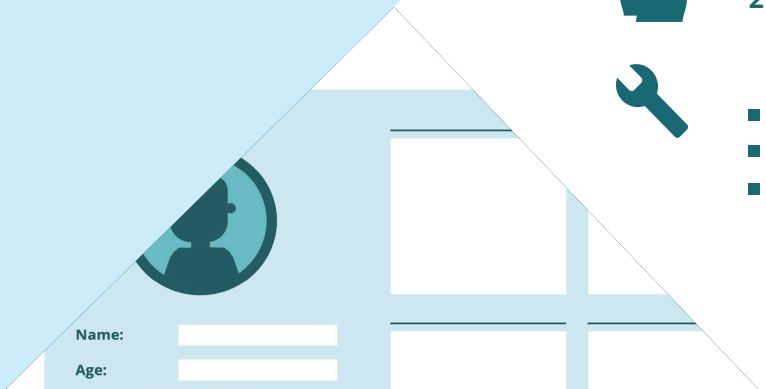
What?
A Persona is a detailed description of a potential user of the product, a representative customer profile. The results of all the activities you have done to get to know the target group better (interviews, context mapping etc.) are collected in these customer profiles.

How?
The insights from previous research (interviews, market research, and statistics) are collected and used to identify and describe different customer profiles. These users are described in terms of demographics, biography, and needs and preferences, as if they were real people. A name, drawing, or photograph is also often added to a Persona, giving it a 'real' face.

120 minutes

2 - 4 participants

- Template
- Post-its notes
- Pens and/or markers



Process Mapping

Why?

To get an overview of a process (e.g. a care process) and thus gain insight into **who** does **what**, **when**, and **how**.

What?

The structured mapping of a process in the form of a process flow diagram. Not only the flow of the client is mapped, but also the tasks and responsibilities of the professionals, the planning, and the supplies.

How?

A process flow diagram can be drawn horizontally or vertically. The flow diagram is set up according to seven steps:

Step 1: identify the main phases in the process
Step 2: add the route that the client has to follow (**What**)
Step 3: add the actions that the professional performs (**What**)
Step 4: add the division of tasks of the professionals (**Who**)
Step 5: add **How** the process steps are executed
Step 6: add the output column
Step 7: add the timeline (**When**)

90 - 120 minutes

4 - 6 participants

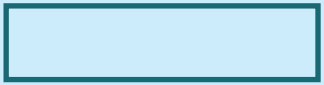
- Flipchart / roll of paper
- Post-it notes
- Pens/markers

Process Mapping (continuation)

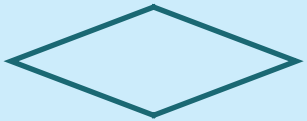
How?

There are various programs available for the graphic design of a flow diagram, such as Microsoft Office Visio / Word, or Excel. Use uniform figures for the various items in the flow diagram, which are provided in these programs.

For example:

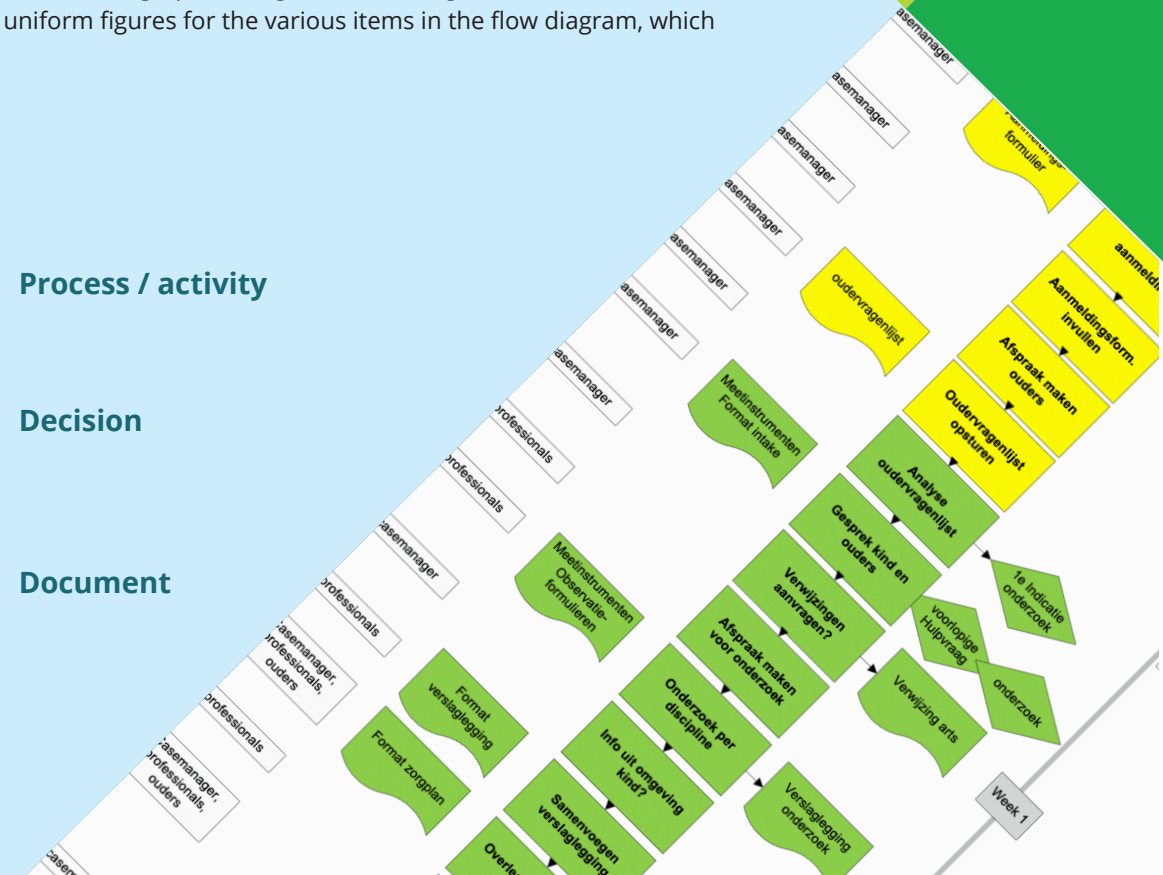


Process / activity



Decision

Document



Prototpying

Why?

To get a better impression of how a product or service will work in daily practice.

What?

A prototype is a tangible product used to develop and test ideas during a design process. The format can vary from a role play to a cardboard model, from sketches to videos, depending on the final product. It is a way to start a conversation with the inventors, designers, and potential users.

How?

Prototypes can vary in fidelity or degree of completion as the design process progresses. They are used in an early stage to generate ideas and in a late stage to test them in the right context. Developing a prototype is always an iterative process in which improvements are continuously integrated. In research projects, the real design process is often done by designers, but as a client, you are involved in design, testing, and evaluation. A first design (i.e. mock-up) is presented to the research team and/or end user for evaluation. This iterative process is repeated until the prototype meets the expectations and wishes.

Depending on the number of iterations

4 - 5 participants
per group

- Sketch paper, A3 minimum
- Post-it notes
- Pens/markers

Shadowing

Why?

To get a real picture of people's routines in their daily lives.

What?

Shadowing is an observation method in which the observer follows someone in their daily life, for example while they are receiving care or carrying out a procedure. The observer follows the person and observes everything they do. During the observations, differences between what actually happens and how people talk about it may be revealed. Shadowing provides insight into possible areas of improvement.

How?

Clearly define the focus of your observation in advance. Inform the person who will be observed in advance about the set-up, and the aim and the role of the observer. As an observer, interfere as little as possible so as not to affect the normal course of events.

For the documentation take photographs, notes, sketches, or audio recordings. The collected information is a combination of experiences and actions of the person being observed, and the observations of the shadower. Reporting can be done in words, with video, pictures, or symbols.

Depending on the objective

1 observer
1 person being observed

- Pens/markers
- Camera

Stakeholder Mapping

Why?
To clarify the mutual relationships and interactions of the stakeholders.

What?
A visualization of interactions and relationships between the different stakeholders.

How?
Start by making a list of all stakeholders. Try to do this as concretely as possible based on the position someone has. So instead of 'healthcare professional', name the function practice nurse, physiotherapist, manager, GP, etc. Then give each stakeholder a representativetoken (figurine, Post-it note, etc.), or let a participant represent this role. 'Map' the stakeholders. Place each stakeholder on paper or in the room and draw, discuss, and describe the mutual relationships and interactions.

If you decide to work on paper, you can use blank forms where you can indicate relationships by drawing lines. You can also use forms to order the stakeholders in respect of their importance and influence on the project. Another option is to use circles to indicate the position of the stakeholder in relation to yourself in the centre, and the mutual relationships between stakeholders.

60 - 90 minutes

2 - 8 participants

- Sketch paper, A3 minimum
- Template matrix
- Template circle
- Post-its or small objects, to represent the stakeholders

Usability test

Why?

To develop a product that is perceived as useful, accessible, efficient, and pleasant by the end users.

What?

A method in which end users speak their minds while using the product. This way, they give feedback on the design and user-friendliness.

How?

In the '**Think aloud**' usability test, you ask participants to run through a scenario or carry out a task and then to express out loud any thoughts they have during the execution. There are several options: You can choose 'Thinking aloud synchronously', where participants express their thoughts and actions while performing the task. In 'Thinking aloud retrospectively', participants work on the task in silence and share their thoughts afterwards using video recordings. In 'Thinking aloud in a team', participants complete a task together. The advantage here is that people find it easier to talk about a task together than to think out loud on their own.
In the '**Near Live**' usability test, you let participants use the tool in a simulated environment. You make recordings of this. The behaviour, the words, and the reflection afterwards provide insight into the use of the tool.

Depending on the chosen option

4 - 5 participants

- Recording equipment

Value Proposition Canvas

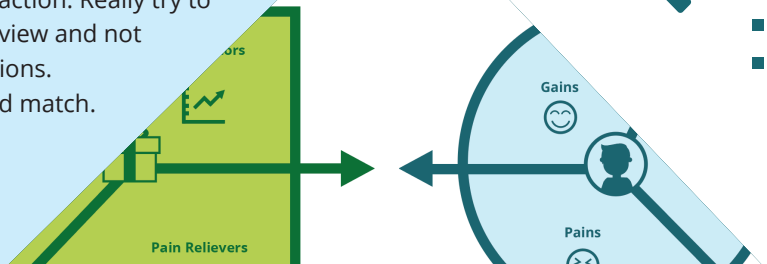
Why?
To clearly define the added value of a new product or service.

What?
A clear visual model to link the bottlenecks or difficulties of the end user to the possible benefits of the new product.

How?
Decide together which issues you want to tackle. Start on the right-hand side of the canvas by asking the following questions:

- What frustrates the end user and which difficulties would you like to address?
- What satisfies the end user? What benefits are important?
- Which tasks does the end user want to fulfil?

These issues are written on Post-it notes on the right-hand side of the canvas. You then discuss the products or services which the end user will be satisfied with, so it provides a concrete benefit, takes away frustrations, and/or supports the end user in being able to perform a certain action. Really try to think from the end user's point of view and not from your own wishes or assumptions.
Check whether supply and demand match.



60 - 90 minutes

4 - 6 participants
per canvas

- Template
- Post-it notes
- Pens and/or markers

Value Pursuit

Why?
To optimize cooperation between the various stakeholders.

What?
A tool to structure the dialogue between stakeholders. Participants clarify with each other what their expectations, contributions, and issues are in the context of the common project goal, and how they can strengthen each other.

How?
A game board is used for this. First of all, the goal of the project is clarified, written down, and stuck to the inner circle. The participants are then asked to write on Post-it notes:

- My expectation: what am I looking for?
- My contribution: what experience or expertise do I bring?
- My problems or issues: what keeps me busy?

The Post-it notes are stuck on the game board in the outer, middle, and inner circles. The participants give a short explanation. The process supervisor encourages the participants to link their own contribution or expertise to the problems, or issues and expectations of the others. This shows how participants can be of value to each other. The dialogue that is initiated raises expectations and stimulates cooperation.

45–90 minutes depending on the number of participants

max. 9 participants
per game board

- Template
- Post-it notes
- Pens and/or markers

World Café

Why?
To get and share knowledge, experiences, and points of view in a short period of time.

What?
A structured dialogue on predefined themes in an informal setting, for a large group of people.

How?
Provide large tables or flipcharts and place them around the room. Explain the rules: take your time and listen; there is no need to make a decision; do not think for others; do not fixate on solutions and allow yourself to think differently. The participants divide themselves among the topics and exchange experiences and ideas. For each theme there is a 'café regular' (i.e. process supervisor), who records the course of the conversation, monitors the time, and prevents discussions. After 15 minutes, the participants change topics. The café regular stays and receives the newcomers, and discusses the previous round (five minutes). The conversations continue, building on what has already been written. This cycle is repeated until all participants have talked about each topic. After the last round, the participants return to their own theme to exchange further ideas and to see what has been added to their own theme. To conclude, the themes are discussed and evaluated in plenary.

180 - 240 minutes

4 - 8 participants
per table/theme

- Table or flipchart
- Pens, markers
- Post-it notes
- Large sheet of paper with the theme written on it

Six Thinking Hats of De Bono

Why?
To look at an issue from different perspectives and come to the right decision together.

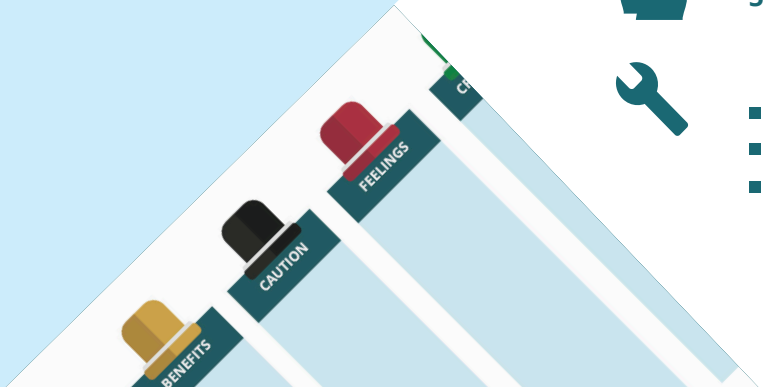
What?
A method that promotes creativity in decision-making. There are six different colours of thinking hats. Each colour symbolizes a different way of thinking. This continuously provides different perspectives on the topic at hand.

How?
During the meeting, participants are asked to put on an imaginary hat. The colour of the hat determines the perspective from which you can look at the topic and give input – see table. Depending on the time, issue, topic, or number of participants, the group can be divided into subgroups, with each subgroup keeping a hat; or the hats can be swapped, and people can bring in multiple perspectives. The process supervisor ensures that the assigned perspective is maintained, and monitors the time.

120 minutes or more

5 - 30 participants

- Template
- Post-it notes
- Pens and/or markers



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Photography

Much of the photography comes from the authors' own archives. The other images have been selected via the websites Unsplash and Pexels. An overview follows.

Unsplash

Pages 1, 4, and 55: Denise Jans
Page 5: Jon Tyson
Page 13: Ambrose Chua
Page 18: Tirza van Dijk
Page 20: Headway
Page 27: Robert Anasch
Page 30: Rolands Zilvinskis
Page 33: Dylan Gillis

Pexels

Page 19: Neel A.
Page 23:RF studio
Page 26: Burst
Page 29: Cottonbro
Page 41: Fox
Page 46: ELEVATE

LIME

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Brightlands

Knowledge crossing borders