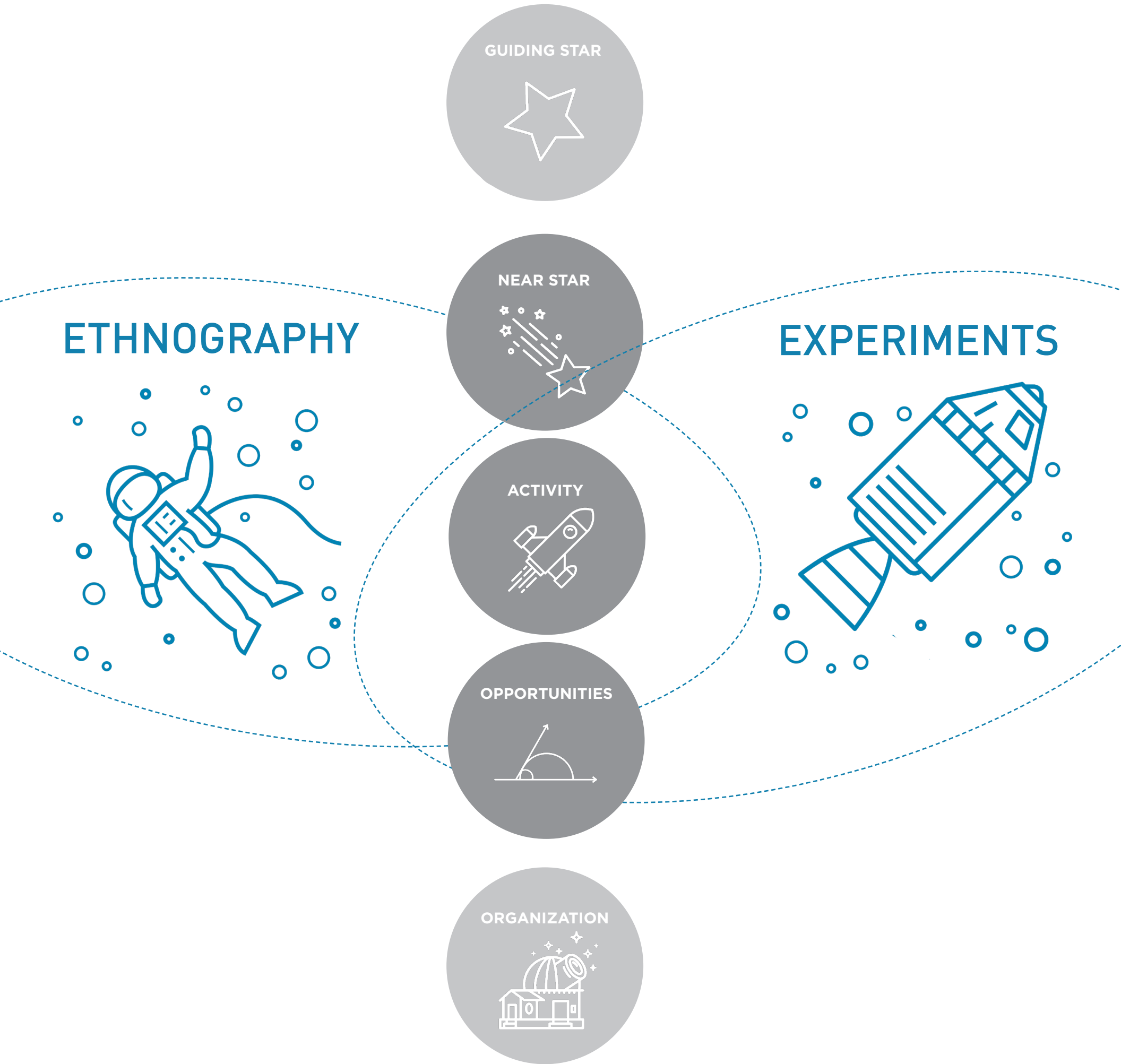


STRATEGY + DESIGN

A programmatic strategy investigation



PROGRAMMATIC STRATEGY PATHWAYS



YOUR DESIGN EXPEDITION DIRECTIVE

Change of Theory

Reflects your Near Star (or part of it)

Reflects assumptions/leaps existing in your strategic logic

THE CHALLENGE/GOAL OF THE WORK

QUESTIONS/UNKNOWNNS

Create ways to _____ human action .

We really need to figure out

_____ question/assumption .

(List a number, and circle up to three to focus on.)

WHAT

What are you aiming to do?

What's the challenge space? What human experience are you trying to affect? (Not the solution to design.)

For _____ user group ;
(while considering _____ other stakeholders / context).

FOR WHOM

For what group of people are you designing?

Our tendency is to want to broaden this as much as possible; instead choose a more focus group with whom to start.

THE CRUX

When it comes down to it, what are you trying to figure out?

Why are you employing an exploratory process? What's a core question (particularly about human behavior and beliefs). What's not already known?

What type of expedition would serve you?

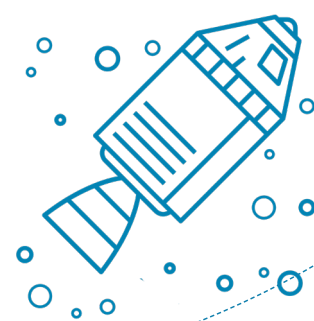
In any expedition, engage with stakeholders outside your organization. Your expedition could be a blend of these three named options. (Treat the below like a Venn diagram and place a dot.)

ETHNOGRAPHY



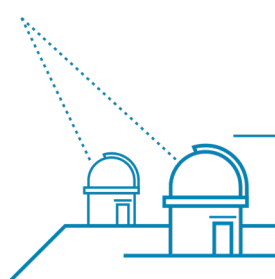
Interview, observe, and/or immerse; then make sense of what you see/hear.

EXPERIMENTS



Put a prototype in people's hands or out in the world; then make sense of the feedback.

IDEATION / CO-CREATION



Collaborate with stakeholders to generate and develop ideas.

YOUR PROGRAM STRATEGY SNAPSHOT

Theory of Change

GUIDING STAR



Ultimate Goal

Articulate and visualize a desired new future state.
(Imagine a city/community where...)

Provide specific changes and the desired ultimate impact.

NEAR STAR



Intermediate Goal

What changes do you aim to create? (Especially for your targeted beneficiary)

The qualitative and quantitative impact you desire in 3-5 years, due to your activity.

ACTIVITY



Intervention/Solution

What will you do and produce?

What programs/service/products will you create and implement?

OPPORTUNITY



How-Might-We Question

A generative question that describes an opportunity and leverages an insight.

Targeted Stakeholder(s)

Who uses or experiences your intervention firsthand?
(May or may not be your end beneficiary.)

ORGANIZATION



Inputs/Resources

What resources do you have to implement the interventions?
(People, money, space, other)



Describe the problem and change you want to create.

Describe 'the problem.'

What's wrong with the world the way it is?

Why is this a problem? (Why should we care?)

How big is the problem? Provide context and data.

Describe the 'ultimate goal.' What is the desired future state?






State your nearer-term goals.

List intermediate goals — each a defined impact you desire in 3-5 years; a significant step toward your Guiding Star. Then select one to focus on.

INTERMEDIATE GOAL

Describe who is affected.

Who are your targeted beneficiaries?
Identify specific group(s) by context/geography, behavior, and demographics/characteristics.

GROUP	DEFINE BY GEOGRAPHY	DEFINE BY DEMOGRAPHICS
		
		
		




TARGETED BENEFICIARY



Within this Near Star:

Identify particular stakeholders on whom to focus.

Identify three possible stakeholders to design for. (Where are you focusing to start?)
 This can be three different stakeholders or three segments/types within one group.

GROUP	DEFINE BY GEOGRAPHY	DEFINE BY DEMOGRAPHICS	TARGETED STAKEHOLDER
			
			
			

For **ONE** stakeholder group, identify behavior and belief ranges that define variations within the group.

<p><i>(e.g. Never has been to performing arts show)</i></p> <hr style="border: 0.5px solid black;"/>	<p><i>(e.g. Regularly attends performing arts)</i></p> <hr style="border: 0.5px solid black;"/>
	
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Then select where within each range you will start to focus your efforts. Why?



Within this Near Star:

Identify insights that shape how you see the problem.

What are (2-3) actionable insights about belief, behavior, or policy/structure — or an interaction between them — that affect how you see where, how, or for whom to act? Write a complete sentence for each.

Check that your insights ...

- 1. Are not obvious at first glance or not previously seen as consequential.*
- 2. Helps you see the problem/issue in a new way.*
- 3. Points to an opportunity with behavioral or structural leverage.*

Write new questions that define design opportunities.

In response to one or more insights above, write How-Might-We questions that define new opportunities. In this space, write questions that best represent the opportunities your might pursue.

HOW MIGHT WE ...

HOW MIGHT WE ...

HOW MIGHT WE ...



Within this Near Star:

List ideas/concepts you are considering

Flesh out one intervention/solution that you want to develop first.

WHAT IS IT?

HOW DOES IT WORK?

DRAW / VISUALIZE IT