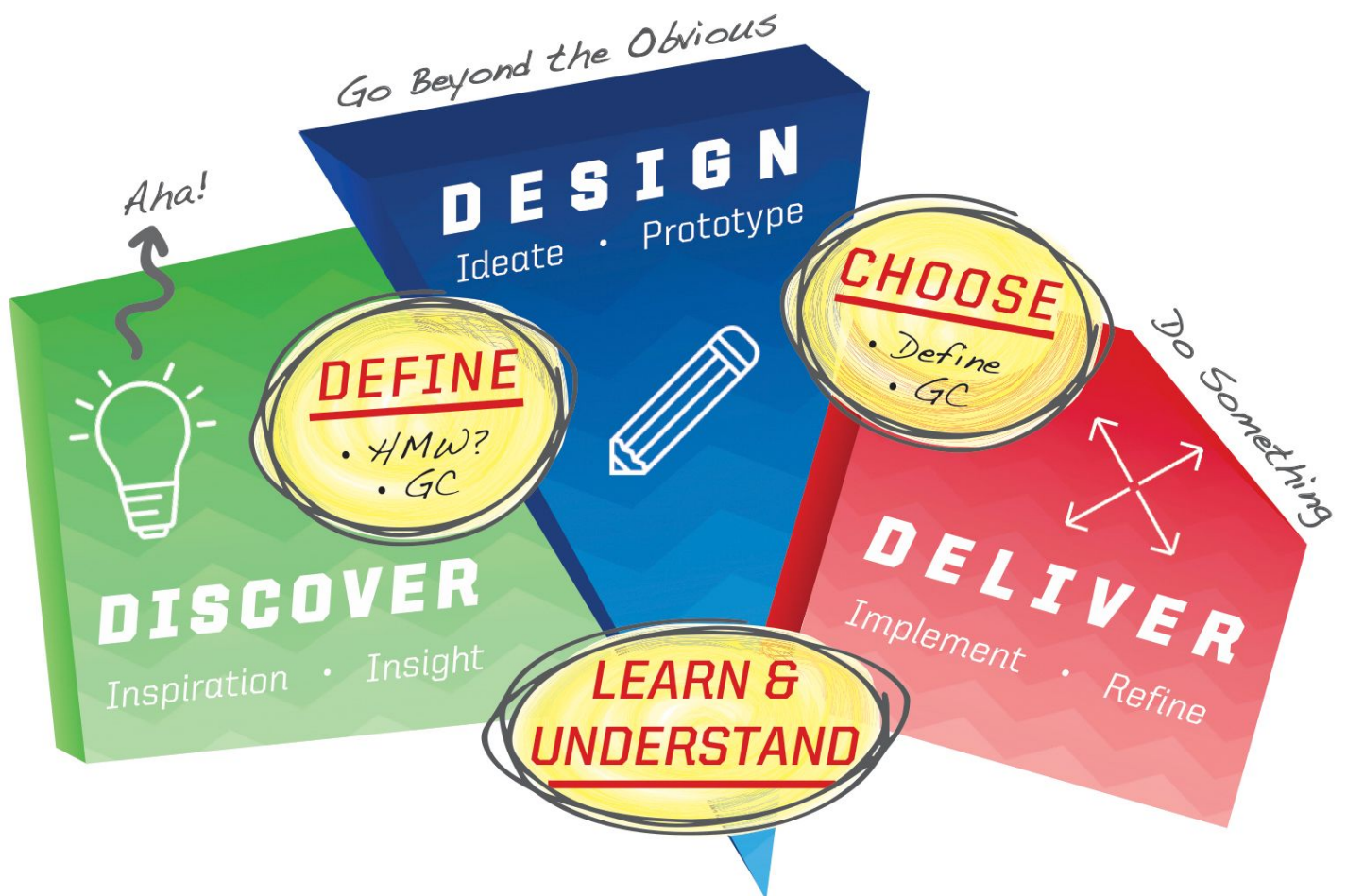


SLP 3D Design

Thinking Methodology

The Everything Playbook



USING THE EVERYTHING PLAYBOOK

I 1@>1-OE E; A>1-.; A@@ 01?5. &41 , B1>E@45 3" 8E. ; ; 75?<1/55- 8E 01?5. 102 >
1D<1>5: /10A?1?C4; ->1 <>1<- >5 3@ @/78 - 01?5. /4- 8: 31 @- @9 -E@71 -:
1D@: 010-9; A: @ 2@9 1 ; >4?- >18 @81E 8>31 ?/; <1 Z -: E; 2@1 9 1@; 0?E; A 8
5 05 @45 <8E. ; ; 7?4; A@8; 7 2 9 55 > -: 01B1>E?5 38 ; : 1 5: @ 1/1??- >8E
>1=A510 ~?E; A 2- 9 1A<E; A>/4- 8: 31 <57 -: 0/4; ; ?1 9 1@; 0?@- @C 58<> B01 2 >
@; > A345 ?54@ : @1A?1>1D<1>5: /1 -: 0/; : @D@-: 0A@55 1 01?5. 9 1@; 0? 871E
@ 31@E; A>@- 9 @ B5. 8 ?; 8@: ?>1-OE 2 >9 <8 9 1: @@:
, B1>E?@< 2 >C- >05 -: 5 <; >@: @: 1

~; >1-/4 9 1@; 05 @1 <8E. ; ; 7 E; A 825 0- : A9. 1>; 218 9 1: @; : 1-/4 <- 31 @ 418
E; A-8: 3@1 C-E 5/8 05 3

What is it

&45?1/@: C 58<> B01 - . >5 2 B1>B5C ; 2C4 @1-/4 9 1@; 0 5 01?5. 10@
-//; 9 <84

Why we do it

&45?1/@: 5 05- @?@1 5 <; >@: /1; 2@1 9 1@; 0 -: 04; C 5C 58A85 - @E?A<<; >@
E; A>@- 9 -?@1E1: 3- 31 5 01?5.

How we do it

&45 <> B01?@< . E ?@< 051/@: ?; : 4; C @ A?1 @1 9 1@; 0

See it in action

&45?1/@: 5 7?@ ?- 9 <8?; >B01; ?@- @C 58418 E; A @> A34A?5 3; >2/58 @ 3@1
9 1@; 0

&41>1 5: ; 2 5A>1 41>1 ; ; 8; <<; >A: 58?2 >3; C@ &- 71 >57? ° >1- @ fi: ; B- @ @O-E
@ 1: 0A<5 - . 1@><8/1@9; >> C \$1-OE ?1@3;

THE 3D DESIGN MINDSETS

) 41: 01?5 5 3 C10; ; A>. 1?@@ -041>1 @ @1 2 8 C5 39 5 0?1@ &41 @-9 ?-. 58E
@ A<4; 8@1?1 9 5 0?1@; ; @; 8 8-0?@ - 9; >1 <> 0A/81 01?5 ?1??5: . A@@: 0?
@ 8-0@ - ?@; : 31>; A@; 9 1; B1> 8

Tap into your creative confidence.

` 18B1 5 E; A>/- <- /5E @ />1- @ <; ?581 /4: 31 -: 04-B1 @1 /; A> 31 @ @71 - /@:
&45- 8 C?A?@ 9-71. 1@>/4; 51? ?11: 1C <; ??5 88? /; 8. ; >@ C54; @1? -: 0
- <<> - /4/4 8: 31?C54 /; A> 31 " -B0L18E 2 A: 01>; 2f !

Learn from failure.

~ 1->; 22 5A>1 /-: 4; 8A?. - /72; 9 @E5 3- 8; >@; 2@5 3? ` A@5C1 - //1 <@@- @
2 5A>1 5- <- >@ 28-> 5 3 C1 /-: >19-5 /; ; 201: @@- @?1@ - /7? - /@- 8- 8 C A?@
9; B1 2 >C- >0 ~- 8 31- >E- 8 C?A?@ ?A//110?; ; : 1>

Embrace ambiguity.

~; >9 A8? -: 0- 8; >49?0>B1 A?@ @1; . B5 A? fi?@-0 381 E; A>?12@1 <1>9 5?5:
@ 1D-8 >1 8 @; 20521>1: @; ??5 88?; @- @@1 >54@: ?C1>/-: >1B1- 8@12 &41>
->1- 8-E?9; >1 51-? " -@51Z ->@ fi !

Be urgently optimistic.

~; /A?; : C4- @; A8. 1 >@1>@-: @1 /; A: 8??; . ?@/8?@- @9 -E 31@5 @1 C-E
. B1>E <>. 8 9 5?; 8. 8 -8C1: 1105- >1-?; : -. 8 4; <1; 2?A//1??

Iterate, iterate, iterate.

) 17: ; C C1C; : @31@5>54@@1 25?@8 1 . A@1B1>E 54 > @: ?@1>A?/8?1>@ @1
. 1?@5 > @: 2?@> 1 @210. - /72; 9 @1 <1; <8 E; A->1 01?5 5 32 >-8: 3@1 C-E
> @1>@-: C- 5 32 >@1 <1>2/@; 8 @:

TABLE OF CONTENTS

Discover Space Methods

fi @ OA/ @:
/ -> 1??5 3@- @ 4- Ž; 9 1: @
Ł11<5 3- ` A3ł 5@
\$; A: 05 3
) -8@> A34? -: 0ł 1-> 5 3) -8?
~ 1/55: Ž - 75 3Ž; 018
fř 110 % &4- @
~ ??1@ -: 0ł 5. 555?
&41ı ; ; 0 &41 ` -0 &41 Ž 14
~ 9 <- @E Ž - <
fł A> 1E Ž - <
fi ! A@-: 0 ~ > A: 0
&45 ž; @&4- @
~ D@19 1? -: 0 Ž - 5 ?@1- 9?
fi @ >BIC?C@ @1' ?1>
%4- 0; C 5 3@1' ?1>
~ : - 8F5 3&>1: 0?5 ~ - @
" >19; >@9 ~ : @5- @ 3" 558
~ 5 05 3&419 1?

Define Space Methods

fi @ OA/ @:
) >@ 3- / Ž) #A1?@:
~ 1B18 <5 3- | A55 3° 4-: 31
" 8E5 3 ~ 58

Design Space Methods

fi @ OA/ @:
ž; >9? 2 >f01- @:
f01- @:
) 4E &45) ; : @ ; >7
~ : @ ; @ 3
Ž; 9 1: @ ; > 4 <@?>
%@ >E ; - >0
&41" 54
fi 51 fi) 54 fi) ; : 01>
~ 110. - /72; 9 -: ! A@51>
~ 1/55: Ž - @5

Choose Space Methods

fi @ OA/ @:
\$1B35 3@1 | A55 3° 4-: 31
~ 1B18 <5 3- &1- /4. 8 " ; 5 @ 2(5C &! (

Deliver Space Methods

fi @ OA/ @:
" 8: : 5 32 >f9 <8 9 1: @ @:
Ž; : @ >f9 <8 9 1: @ @:
" > 3 > 9 . B 8- @:
% < > 1- 0 @1) ; > 0
" ; ? @ ; > @ 9 ~ 2 @ > @ 1 ~ - / @



DISCOVER SPACE METHODS

&41 " 5/; B1>%<-/1 418?A? ?117; A@5 ?<5- 6: 4- > 1?? 6-: 0. 135 @ ?11 @1
<; ??5 555?@- @01?55 /-: ; 21>A?

fi 55 8 E; A 825 09 1@; 0? 2 /A?10; : 3- > 1>5 35?<5- 6: &41>1 ->1 /; A: 6??
<8/1?C1/-: 25 0; A>5?<5- 6: ` 135 @ ?11 @45 3?0521>1: 6 \$105/; B1>@1
29 55 > &A> <> . 89?5 @ <; ??5 555? -: 09-71 @1 9; ?@ 2C4- @? >54@5 2; : @ 2
E; A " ; : @8@ -335 3<> . 89?5 ; A>?E?@19 <1>?5@

ž 1D@E; A 89; B1 5@ @; 8 01?55 102 >3- 55 35?534@fi 9 -: EC-E? C4- @9-71?
01?55 0521>1: @2; 9 <8: : 5 35- 4A9 -: /1: @>102 /A? " 55@ @1: 110? -: 0
01?51?; 2@; ?1 E; A >1 01?55 5 32 > ` A88 A: 01>@: 0 @1 /; : @D@ 12 >1 6A9 <5 3@
/; : /8A?5: ?- . ; A@C4- @E; A @45 75 >1- 88: 11010 fi ?534@5- 71E 5 3>105: @@
4A9 -: /1: @>1001?55 -: 0; : 1 @- @?4; A8- 8; ?@ 1B1>. 1 ?75<10

Inspiration

[/- > 1??5 3@- @ 4- ž; 91: @](#)
[t11<5 3- ` A3t 5@](#)
[\\$: A: 053](#)
[\) - 8@ > A34? -: 0t 1- > 53\) - 8?](#)
[" 1/55: ž - 75 3ž; 018](#)

Insight

[fž 110 % &4- @](#)
[~ ??1@ -: 0t 5. 555?](#)
[&41t ; ; 0 &41 ` -0 &41 ž 14](#)
[_ 9 <- @E ž -<](#)
[ft A> 1E ž -<](#)
[fi ! A@ -: 0 ` > A: 0](#)
[&45 ž; @&4- @](#)
[_ D@19 1? -: 0 ž - 5? @1- 9?](#)
[fi @ > B5C? C54 @1' ?1>](#)
[%4- 0, C53 @1' ?1>](#)
[~: - 88F5 3&>1: 0?5 " - @](#)
[">19; >@9 ~: 65- 63" 5588](#)
[~ 5 05 3&419 1?](#)

Discover Space: Harnessing that Aha! Moment

What it is

~ 9 1@; 02 >/- <@>5 3@15 ?<5> ⑆: - 8
-> A: OA?

Why we do it

&45 9 1@; 0 4154@: ?; A>-C->1: 1?? ⑆ 8C?A?@
?11 @1B-?@ A9. 1>; 2 <<; >A: 5?C11: /; A: @>1-/4
O-E 2 >/>1- ⑆ 3- . 1@>1D<1>⑆: /1 2 >; A>A?1? ; >
5: ; B ⑆ 3; : 1D⑆ 3?E?@9? ⑆?1-?E@ @71 @1C-E
@5 3?->1 2 >3>: @0 ; >C- 52 >; @1?@ @/78 @1
; <<; >A: ⑆ fi 01?5: C 14; 8- . 5?@C->O-/⑆: -: 0
@/78 ⑆ A?181?

How we do it

fi />1-?1 E; A>9 5 028 1??; 2@1; <<; >A: 5?E; A 1: /; A: @>1-/4O-E ⑆11<- 8@ 2@5 3?
@- @ A3E; A ; >@71 - /8?1>8; 7-@@1 > A⑆ 1?E; A 1D<1>⑆: /11-/4O-E
+; A->1 871⑆ /; : ?@: ⑆ 31: 1> ⑆ 3 ⑆1-?; >@; A34@5 @>- ⑆) ⑆ @19 O; C: &18- 2⑆: 0
"; : @⑆@@- @@; A34@31@8 ?@&4 @?71@4; : @1. -/7; 2- : -<75 ; >9 ⑆08 ; 2@1: 54@ ; ⑆:
9 54@A?@ 1 @1: 1D@3>1- ⑆ B1: ⑆:
"; ?; 9 1@5 3 ⑆ ; ?@<1; <8 8@@; ?1: - 335 3<>. 89?; >3>1-@⑆1-?3 &45 <8E ; ; 7
<> B⑆1?- @: 35 8 C-E@ 4-> 1??E; A/>1- ⑆ 1: 1>3E-: 09-71- <; ?⑆ 1/4-: 31

Discover Space: Keeping a Bug List

What it is

~ . A38@3- 91@; 02 >>1/; >05 31B1: @1
?9 - 81?<5/1?; 2 A>O-E@-@; A8. 1
1-?5 9 <> B10

Why we do it

/ 154@: 53; A>-C->1: 1??@ 1B1: @19; ?@
9A: O: 1-?<1/@; 2 A>O-E/-: 8-O@ 5/>105 8
5?<5-@: 2 >9 <> B19 1: @: 05: ; B-@:

How we do it

" 1@>9 51- >1/; >0711<5 39 1@; 0; 2E; A>/4; 51 &459 54@9 1-; ; <1: 53- 1 ; ; 38
"; /A9 1: @-: B1>; @: ; @ ; >- <5/1; 2<-<1>E; A 711< 4: OE 5 E; A>. -3
' 19 5 02A8@> A34; A@410-E; 2@45 3?@-@. A3 E; A ~> 9 @1?5: 55-: @@ @19 5 5/A8
C>@ O; C: @1 8??@-: 51-81D<1>5: /1?; >1: B5; : 9 1: @E; A1: /; A: @>
" 1>5 05- 8E >1B55E; A>. A38@f01: @E 1D<1>5: /1?; >1: B5; : 9 1: @8@0@-@E; A /; A8
91-: 5 32A8 9 <> B1

Discover Space: Rounding

What it is

' ?1 > A: 05 3; ; - >13A8>. -?5@ 31@
<A81; ; 4; C A?1> 218-. ; A@@15
1D<1>5: /1 ` 1; <1: @ 8@: 5 3011<E - : 0
-8C @15>1?<; : ?1?@ @531>-: 5 558
5?<5> 6: 2 >01?5

Why we do it

! <<; >A: 52?2 >01?5: ->1 -8> A: 0A? - : 0
> A: 05 3C54?@01: @ 29 55? ; >?@2/-: ; 2@:
?<->75?<5> 6: -> A: 0?; 9 1@5 3E; A 9 54@ ; @
4-B1; @1>C51 @71: ; ; @ ; 2

How we do it

%/410A8 - 9 1@ 9 11@ : 1 ; ; ; 1 2/1@ 2/1 C54E; A>?@714; 81>" 8: ; : ?<1: 05 3
9 5A@?-@9; ?5 @5/ ; : B1>- 6: \$; A: 05 35 <>1@E =A57 f2E; AC-: @@ @8 9; >15
01<@ /; : ?51>@1 9 1@; 0 fi @>B5C C54 @1' ?1>
" 5/A??@; A34@ /; : /1> ? - : 0 ->1-?; ><1; <8 @ <> 51 fi?9; ?@<> 0A/@81 @ 3; 5 C54-
?1@ 251: 550; <1: 1: 010=A1?6: ?@ 2 /A? @1 /; : B1>- 6: . A@ 1; <1: @ - : -@> 8211
8C5 3058 3A1
f01: 8E 9 -6 >@19 1?@ /; 9 1; A@ 2E; A>/; : B1>- 6: ?@-@/; A8<; @: 68E ?1>B1 -?
5?<5> 6: ?2 >01?5

Discover Space: Walkthroughs and Learning Walks

What it is

~: ; << >A: 5E @ ; . ?1>B1 E; A>A?1>-?@41E
1: 3-31 5 - <->A8>1D<1>5: /1; >5 -
?<1/57 1: B5; : 9 1: @

Why we do it

) -8@> A34?-: O1 1-> 5 3) -8?351 E; A- /4: /1
@ ; . ?1>B1 - ?E?@9 ; >?@714; 81> &41E <> B51 -:
5 <; >@: @?: -<?4; @4- @9 54@418 A: /; B1>: 110?; >
5 2 >9 - 6: @- @C; A8 4- B1; @41<C51 3; : 1
A: ; ; 10

How we do it

" 8: -41-0@ B552 > 9 5 A@?C45 @41 ?E?@9 ; >?@A/A>1 5 <8E5 3; A@
f2E; A>1 1: 3-35 35 - C-8@> A34 51: 6E -41-0; 2@ 1 189 1: @E; A5@: 0@ 8; 7 2 >; >
?117 2; 9 E; A>B5@f2E; A>1 1: 3-35 35 - 8-> 5 3C-8 >19 - 5 ; <1: @ -8C5 3C4-@B1>
9 54@4- <<1: @ >1B1-8@18 -@> 8 5 2 >9 5 3E; A-?E; A3
f9 9 1>?1 E; A>?18-?9 A/4-?<; ??5 8 @ . 1?@A: 01>@: 04; C @41 A?1>C; A8 1D<1>5: /1 @41
?E?@9 ; >?@A/A>1 &- 71: ; @?; >/- <@>1 9; 9 1: @C54 <5@>1? 5 2 <<> <>5 @
' ?1 @1: ; @?E; A@; 7 @ 51: 6E 9 -6 >@19 1?@- @9 54@?1>B1 -?5?<5- 6: ?2 >01?5

Discover Space: Decision Making Model*

What it is

&41 ~ 1/55: Ž - 75 3Ž; 018418?A?0125 1
 -: 09 - < @1 > 8? >1?<; : 75 555?
 >186: ?45? -: 0 5 35 - 01/55:
 9 - 75 3 <> /1??

Why we do it

) 1A?1 @1 ~ 1/55: Ž - 75 3Ž; 018@ A: 01?@: 0@1
 5 <- /@ 2- 8?@ 714; 81? C48 /8 >15 3@1 > 8?
 ; 2- 85 B 810 ! : 1; 2@1 71E ?@1: 3@?; 2@5
 2- 9 1C; >7 5 @- @>15 2 >1? 01/55: 9 - 75 3- ?-
 <> /1?? -: 0/4; 51 9 - 75 3- ?-: 5 <; >@: @?@ < 5
 @- @<> /1??

How we do it

1. ~?@1 2/55@>; 2- 01?5 5? 5 <; >@: @@ 7: ; C C4; C 55 15 B 8105 />- 6 3; <6: ?
 C 54 C4; 9 E; AC 55 110@ />- @ - ?4 ->10>- 85 - : 0C4; @1 01/55: 9 - 71? C 55 1. 12 >1
 @1 01?5 <> /1?? ?@>
2. &41 2/55@>?4; A8C- 8 @> A341- /4 <- >@ 2@1 ~ 1/55: Ž - 75 3Ž; 018C 54 @1 01?5
 3> A<?; @- @ 87: ; C @15> 8? -: 0>1?<; : 75 555? 5 @1 C; >7
3. %@>@ E?4 -> 5 3@- @@1 01?5 3> A< 5; 24: >12>>10@ -?@1 ° i > A< C454 5 @1 3> A<
 @- @ 3/4 ->10C 54 />- 6 3; <6: ? Ž; ?@5 18 @1 3> A< E; A- >1 C; >7 5 3C 54 5 @1 °
 i > A< &45 3> A< @: 0?@ 4- B1 ?<1/55 1D<1>@1 1D<1>5: /1 ; >7: ; C8031 /; : /1> 5 3@1
 ; <<; >@: 55 - @4: 0
4. %4 ->1 @- @C1 C 55 31 @210. -/7; ; ; <6: ? 2> 9 @1 ° i > A< &41 ° i > A< 5 9 - 01 A<; 2
 ?@ 714; 81? C4; ?1 210. -/7 5: 11010 -: 0C 54 C4; 9 />- 6 3- ?4 ->10>- 85 C; A8. 1
 B- 8. 8
5. !: /1E; A B1 3- @1>10 210. -/7 2; 9 @1 ° i > A< @1 ° i > A< C 55 5 18 54 > @; 2 2@15
 ; 55 - 8 <> @ @ <1 @1: <5 4 @1 51- @ @1 3> A< @- @1 <> 1?1: @ ° 4; 51 Ž - 75 3 ; 24:
 >12>>10@ -?@1 ° i > A< &41 ° i > A< C 55 9 - 71 @1 01/55: ; ; 4; C @ 9; B1 2 <C -> 0
 C 54 @1 <> @ @ <1 &41 ° i > A< ?4; A8 >12>@ @1 3A 55 3/4: 310; /A 9 1: @ @ @ 5 @ 1
6. ~ 24 > @1 01/55: 4? . 11: 9 - 01 5 < 8 9 1: @ 6: C 55 //A> 10? A: 8 18 @- @ @1 <> @ @ <1
 C 55 1 <1> 2 / @ 24 > @1 5? @ @ E ?; @1 >1 C 55 1 /; : 6 A; A? >1 5 19 1: @

See it in action

† 57@ ~ 1/55: Ž - 75 3Ž; 0185A- 8 [† 5741 >](#)

~ 0 - < @ 0 2 > 9 &1- 9) ; > 7? fi @ > - 6: - 8 fi /

Discover Space: ↑ I Need, So That*

What it is

~ C-E@ =A57E 3-5 19 <-@E2 >@1
/A?@9 1>@-@E; A->1 01?5: 5 3 2 >

Why we do it

& 3-5 19 <-@E C1C-: @@ <A@@1: 110?; 2@1 <1; <8
C1 >1 01?5: 5 3 2 >5?@! 2@: @9 1? C1 31@/-A34@<5
01?5: 5 3?; 8@: ?@-@9-71 @5 3?9; >1/; : B1: 5: @
2 >A?B1>A?@1 1: 0A?1>; 2@1 1D<1>5: /1 fi -005@:
@ 51: @E5 319; @: -8: 0A: /@: -8 110? @5
9 1@; 00; 1? - : 516. ; 231@5 3-@; C - ?; 8@:
9-71?@1 A?1>?1D<1>5: /1. 1@>

How we do it

° >1-@ - &/4 >@: - <5/1; 2/4 >@-<1>; >C45@. ; ->0 !: ; : 1?51 C>@ fi 110 -: OC>@
% &4-@; : @1; @1>?51
) 5@ @1; <<; >A: 5E; A->1 01?5: 5 3-> A: 05 9 5 0 -?7 1B1E; : 1@ @57-. ; A@@1: 110?
@-@@1 A?1>9 54@-B1 &45 7 only - . ; A@@1 1D<1>5: /1; 2@1 A?1>; ; @ A><1>; : -8
1D<1>5: /1? -@@5 @ 1 ' ?1 @1?1: 110?@ 31: 1>@ fi 110 ?; @-@ ?@@9 1: @
" > B01 -: 1D-9 <8 5 2 1/1?>-E fi 110@ 3; @. 10; : @9 1 ?; @-@v-: C-71A< 54@ C-E
C41: 9 E-8 >9 3 1?; 2
&41 fi 110 ?4; A@9-@4@1 % &4-@; : . ; @?51?; 2@1 &/4 >@

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 i ; t- >@ - . ? 4@ CCC 3; 7- >@. ?/; 9

Discover Space: Assets and Liabilities*

What it is

~: 1D1>51A?10@ =A57E /-<A>1 @1
2 >1? @- @9 54@9 - 71; A>51-?. 1@>; >
C; >1 ~??1@->1 @11891: @5 ; A>
/A>>1: @1-8E @- @>1 C; >75 32 >A? -: 0
@- @>1 8-05 3A?@C->0?A//1??
f5. 55?->1 @; ?11891: @5 ; A>/A>>1: @
>1-8E @- @>1 31@5 35 @1 C-E `; @->1
5 <; @: @@ /; : ?51>

Why we do it

' : 01>@: 05 3@1-??1@-@4: 02 >-: ; >3: 5-@:
5 />5-8E 5 <; @: @?C1C-: @@ 9-71?A>1 C1>1
5 /; <; >@ 3@1. 1?@1D<1>5: /1?5 @ @1?; @@:
C101?5 fA?@?5 <; @: @ C1C-: @@ 9-71?A>1
C1A: 01>@: 0@1. ->5?@- @ A>5. 55?9 54@
. >5 3-: 001?5 ?; @@: ?2 >@; ?1: 110?

How we do it

" >C - &/4 @: - <5/1; 2/4 @-<1>; >C45. ; ->0! : 141-05 15~??1@ -: 0@1; @1>
41-05 15f5. 55?
" 1?/>5 1@191-: 53; 2-??1@-: 05. 55?@ @1 3> A< &4591@; 0/-: 5/; <; >@ ;: 1; >
-8 2@1A?1? 1D<1>5: /1? 1D-9 <8 ?@01: @ 29 5E /; 99A: 5E~ž" ?@2 >@?@1?@2
1D<1>5: /1
/ -B1 @1 3> A< 8@ 21D<1>5: /1?; >1891: @@- @9 -71A<; A>/A>>1: @1-8E -: 0?4->1 C4E
55 -: -??1@ >- 5. 55 ' ?1 @5 5?54@C41: 01B18 <5 3E; A>/; C Ž 54@ 1

See it in action

(51; 1D-9 <8 [f5741>](#)

~0-<@02> 9 i; t->@-.? 4@ CCC 3; 7->@. ?/; 9

Discover Space: The Good, The Bad, The Meh*

What it is

~ 9 1@; 0@ 1B- &- @ @1 1D<1>#; /1-8: 3
E; A>/A?@9 1>?6A> 1E

Why we do it

&45 9 1@; 0?5 <55?@1 /; 9 <8DA?1>6A> 1E. E
2 /A?5 3; : 9; 9 1: @ @- @9 - @>@1 9; ?@@ E; A>
/A?@9 1> &45 9 1@; 0<> B01?- /4: /1 @ 03/A??
4; C @45 3? ->1 >1- 813; 5 32 >E; A>A?1> ` E3; 5 3
@> A34 @45 9 1@; 0 E; A 8 1-. 8 @ 51: @EC454
->1-?/-: . 1 8B1> 310-: 0C454->1-?C1/-:
>101?5: -> A: 0

How we do it

1. f01: @E 71E <->@; 2@1 /A?@9 1>?1D<1>#; /1 "; E; A>. 1?@@ 89 5E; A>18@ :; 9; >
@-: 71E <->@; >>4-?1?
~ 8: 3@1 @<; 2- <5/1; 2/4 >@-<1>; >C45@. ; ->0 0>C - ?9 5 @1 3; ; 0 ?@ 54@@1
9 14 -: 0?-0 @1. -0 19; @; : ?
~ 8: 3@1 8 21031; 2@1 /4 >@-<1>; >C45@. ; ->0 C>@ 0; C: @1 71E <->@; 2@1
/A?@9 1>?1D<1>#; /1 @ @E; AC-: @@ 2 /A?;;
">C 8 1?5 . 1@11: 1-/4 71E <->@: 019; @; : @ 9-71- 3>D
! 5@ A@@1 052!>: @ /@5? @- @@1 /A?@9 1>C; A8?-E->1 3; ; 0 . -0 ; >9 14C 545 1-/4
71E <->@ 2@1 5 1D<1>#; /1 +; A 9-E: ; @28 A@1B1>E. ; D
! ; ; 7 2 >->1-?@-@C; A8. 1 /; : ?51>C5? ! 1B1> 31 @1?1 18 9 1: @ ~ 8; 8; 7 2 >->1-?@-@
/; A8. 1 5 <> B10A<; : ' ?1 @1?1 5 ?54@C41: 01B18 <5 3E; A>/; C Z 54@ 1

See it in action

(51; 1D-9 <8 [15741](#)>

~ 0- <@02> 9 i ; t-@ - . ? 4@ CCC 3; 7->@. ? /; 9

Discover Space: Empathy Map

What it is

9 <- @E9 - <? - >1. 1?@A?105 ?5A- 5: ?
C41: E; A>/4- 8: 31 5B 81? -:
1D<1>5: /1; ><> OA/@4- 5/A>>1: 8: ; ; @
9 115 3@1: 110?; 2E; A>A?1>

Why we do it

9 <- @E9 - <? 418. A50- . 1@>A: 01?@: 05 3; 2
E; A>A?1>?1D<1>5: /1?. E05335 3011<8 5 @ 4; C
@1E >1 218 3-: 0C4- @41E >1 ?115 3 0; 5 3 -: 0
41- >5 3 ' 89- @8 @5C88418 501: 8E <- 5 <; 5 @
OA>5 3@151D<1>5: /1 - ?C18 ?; <<; >A: 8?2 >
9 <> B19 1: @

How we do it

%8/@E; A><>9 - >E?@ 714; 81> +; A><>9 - >E?@ 714; 81>5 @1 <1?; ; ; >3; A<E; A 9; ?@
C-: @@ <; ?8818 9 <- /@C54E; A>01?53
°; 9 <8@ E; A>19 <- @E9 - <. E>/>1- 5 3@1 3> <45 8 710. 18C ;: /4- >@- <1> °; 9 <8@
@1 @ <<; >5: 15@1>. E5 @ >5C5 3E; A>?@ 714; 81>; >. E <A@ 3E; A>?185 @15?4; 1?
@> A34E; A>; . ?1>B 5: ?-: 05?54@; ;: @151D<1>5: /1
fi @1 " - 5? ?1/5: 8@- 5 <; 5 @OA>5 3@1A?1>1D<1>5: /1) 4- @189 1: @; 2@15
1D<1>5: /1 - >1 8??@-: 01?5. 8 fi @1 | - 5? ?1/5: 454884@ >1-?; 2 <<; >A: 8E 2 >
. 1@>5 3@151D<1>5: /1
) 41: 015 53E; A>/; C Ž 54@ 1 =A1?5: 2; 9 E; A>" 5/; B1>%- /15?54@ /; ; ?51>4; C
"- 5 <; 5 @/-: . 18??1: 10-: 0 | - 5 <; 5 @/-: . 18B1> 310

See it in action

9 <- @EŽ - <2> 9 1C; >7 3> <45 [15741>](#)

Discover Space: Journey Map*

What it is

' ?1 - 6A> 1E9 -<@ 41& 51: 6E @1
->1-?@-@>19; ?@5 : 110; 2>101?5
C41: E; A>1 @E5 3@ 5 <> B1 @1
1D<1>5: /1; 2E; A>A?1>

Why we do it

f! A> 1E9 -<?41& 9-71 @1 6A> 1E; 2E; A>A?1>
@: 35 8. E9 -<<5 3; A@@1 9-6>1B1: @; 2@15
1D<1>5: /1 +; AC5@71 - C-8 5 @15?4; 1?@> A34
5 -31? -: 0C; >0?

How we do it

~1@>9 51C4; ?1 6A> 1EE; A>1 9-<<5 3 ~ ?@01: @ ~ <->1: @ ~ /; 8-3A1 1@
~1@>9 51- @ 18 1) 5E; A. 19-<<5 3- ?5 38 1D<1>5: /1 -: 4; A>-: 1: @1 0-E ; >9-E 1
- 8: 31>@ 12-91 &45C5801<1: 0; : C4-@/4 8: 31 E; A>1 @/75 3
! : - 0; /A9 1: @ ><5/1; 2<-<1> 9-<; A@@1 9-6>1B1: @; >-/@55?; 2@1 A?1>? 6A> 1E
; B1>@ 1 ~; >1D-9 <8 5E; A>1 >101?5 5 3- 8??; ; >A: 5@9-<; A@@1 @ 5 3; 2B->5 A?
8-> 5 31D<1>5: /1? " A1@ @1 2/@@-@1-/4 6A> 1E 5A: 5-A1 5 : A9. 1>; 21B1: @ -: 0
@ 12-91 ;; @9<8@ 5 <> B010
f01: 6E<; 5@5 @1 6A> 1E@-@>1 8??01?5. 8 ~ ž " @-@E; A/-: 5 2A1: /1; >5 <-/@) 41:
01 5 3E; A>; C Ž 54@ 1=A1?@: 2; 9 E; A>" 5/; B1>%- /1 5 ?54@ A?1 @1?1 <; 5 @-?
5?<5 @:

See it in action

(51; 1D-9 <8 [15741>](#)

~0-<@02; 9 ff ; H ~ 8-54@>1?1>B10 4@ 01?5 @45 75 32 >10A/-@? /; 9

Discover Space: In, Out, and Around*

What it is

~ 9 1@; 02 > 1D-9 5 5 3; @1>
; >3: 5-@: ?; A@501; 2 A>?<- /1 @-@
4-B1?; 8102 >- 4A9 -: : 110?> 5 8 >@
; A>

Why we do it

. B1>E-O-E 1B1>C41>1 4A9 -: ?->1?1175 3: 1C -: 0
5 @>1?>3C-E?@ ?; 81 @1 9 -: E/4-8: 31?@1E
1: /; A: @>; >19. >/1 @1 /; A: @??; <<; >A: 58?
@1EA: /; B1> ` E8; 75 35 ; A@-: 0-> A: 0; A>; C:
?/4; ; 805@5@C1 8B1> 31 5 ?54@; @: 8 2; 9 ; A>
; C: 1D<1>5: /1? . A@2; 9 @1 1D<1>5: /1?->: 0 501-?; 2
<1; <8 -8 B1>@1 C; >8

How we do it

&45 7-. ; A@@1 /4-8: 31; >; <<; >A: 58 @1 @-9 5 @E5 3@ @/78
~?@1 2/58@> C>@0; C: -8@1 4A9 -: : 110?@1 /4-8: 31; >; <<; >A: 58 5 @E5 3@
9 11@ ~; >1D-9 <8 5@1; <<; >A: 58 C-?@ 5 <> B1E; A>0-5 9; > 5 3> A@1 ?; 9 1 4A9 -:
: 110?@-@ 9 54@ 1 9 1@ >1 @1: 110@ />1-@ <>1?1>B1 9; >1 @ 1 @1: 110@ 2 185 /; : @ 8
; 2E; A>0-E 1@
%@>8; 75 32 >1D-9 <8?5 -: 0; A@ 2@1?<- /1E; A>1 C; >75 3@ 8; 7 2 >; >3: 5-@: ?@-@
4-B1?; 8102 >- ?> 8 >4A9 -: : 110 ~; >1D-9 <8 9 -: E 3> A<?>-: 0; >3: 5-@: ?4-B1
@/7802 >@1 4A9 -: : 110; 2/>1-@ 3-: 0 <>1?1>B1 3 @ 1 . B1: @; A34 @1?1 1D-9 <8?9 54@
4-B1: ; @45 3@ 0; C54; A>0-E @ 0-E 1D<1>5: /1 8; 75 3-@@1 />1-@ B1 C-E?; @1?>4-B1
?; 8102 >- ?> 8 >: 110/-: <> B01- @1 9 1: 0; A?>9; A: @ 25 ?54@2 >4; C C 1 9 54@
/>1-@ B1 E?; 81 2 >; A>; C: /4-8: 31
~?@1 2/58@> />1-@ @1 9 1?2; 9 @1 1D-9 <8?E; A B1 2 A: 0
` A@?@1? ; : 1 <1>1D-9 <8 C 54 5 -31>E B01; -: 0C; >05 3@-@>1<>1?1: @@1 1D<1>5: /1?
E; A 1D<8 >10
">1?1: @E; A>?@1?@ @1 01?5 @-9 ~?7@; ?1 C-@45 3@ 501: @E 18 9 1: @@1E; . ?1>B1
@-@1?; -@OC 54 @1 9 ; >-8: C 54 @1 5 @45 75 3 -?C 18 ?@; ?1 @-@: @
~; 8 C A<. E0; 5 3- &45 ž; @4-@@ /-<@>1 210. -/7 2; 9 @1 3> A< &45 ž; @4-@ 5
@1: 1D@ 9 1@; 001?/>5 105 @45 <8E. ; ; 7

See it in action

. D-9 <8 4A9 -: : 110 @ . 11: 3-310 5 B1?@0 [15741>](#)
. D-9 <8 4A9 -: : 110 2 1D5 88 10A/-@: 2/A? [15741>](#)

~0-<@02> 9 ; ; t-@- . ? 4@ CCC 3; 7->@. ?/; 9

Discover Space: This, Not That*

What it is

~ 9 1@; 02 >=A578 454545 3@41
<>12>1: /1?; 2- 3> A<

Why we do it

~ 21><>1?1: 3- <> B /- 3: 1D-9 <8 ; >-: E<5/1
; 25?54@@ - 01?5 3> A< 5<-E?; 2@ 31@ ?/-: ; 2
C41>1 B1>E; : 1?41-0?->1-@&45 ž; @&4-@<> B01?
- =A57 -: 0B5A-8C-E@ 31@ 4: 08 ;: @1 571? -: 0
05571?; 2@1 3> A<

How we do it

"> B01 @1 01?5 @-9 C54 @; 0521>1: @; 8>10?@7E: ; @? " 1?5 -@ ; : 1/; 8>-? &45
-: 0-: ; @1>/; 8>-? ž; @&4-@
">1?1: @@1 3> A< C54 - <> B /- 3: 1D-9 <8 ; ><5/1; 25?54@2 >@19 @ /; : ?51>@-@
>18@?@ E; A>01?5) 1; 21: /; A<8 @59 1@; 0C54; A>fi ! A@-: 0~ > A: 09 1@; 0
/- B1 <->@5-: @ 5 055A-8 288 A@?@7E: ; @?@ 5 05-@ @15<>12>1: /1?2 > &45
189 1: @; >/; 9 <; : 1: @@-@1?; : -@ C54 @19
"->@5-: @?4; A8-8; 288 A@?@7E: ; @?@ 5 05-@ @; ?1 189 1: @@-@; @>1?; : -@ C54
@1 @1 ž; @&4-@
/- B1 @1 01?5 @-9 9 19. 1?74->1 @15: ; @?; : - 8: 7<5/1; 2C-8?<-/1 &419 1@; ?1
@-@>1?5 5 > &45 351?- =A57 -: 0B5A-8?/-: ; 2@1 <>12>1: /1? -: 0/A>1: @9 5 0?1@; 2
@1 3> A<

~ 0- <@02> 9 i ; t-@- . ? 4@ CCC 3; 7->@. ?/; 9

Discover Space: Extremes and Mainstreams*

What it is

~ 91@; 02>1D-9553@1: 110?; 2@1
9 508; 2@1 > -0 A?1>C1@: 0@
: -@> 88 /; : ?51> -?C18@1 1D@19 1?; :
15@1>1: 0

Why we do it

) 41: 5 @>B5C53A?1?; >9 9 1?5 3E; A?1825 @15
C; >8 8 -> 2; 9 .; @9 -5?@1-9 A?1? -?C18?
@; ?1; : .; @1D@19 1? f2E; A>01?5; C; >7?2 >@1
1D@19 1? 5? <; ??5 8 5C88?A5E; A>9 508; 2@1
> -0/A?@9 1? -?C18 D@19 1? -8; 4-B1 @1
<; @: 68@; <1: E; A>1E1?@ : 1C 51-?E; A: 1B1>
C; A@4-B1 @; A34@ 2

How we do it

f01: 6E E; A><>9 -E?@714; 81>; >A?1>) 545 @-@3; A< 13 ?@01: @ ; > <->1: @
51: 6E /4-> /@>5@?; 2@1 9 508; 2@1 > -0 /A?@9 1> &41: A?53@-@01?/>5@: -?-
2-9 1; 2>12>1: /1 51: 6E /4-> /@>5@?; 2@1 1D@19 1A?1>; : 15@1>1: 0
~?E; A 51: 6EB -5A?9 1@; 0?; 25 ?54@3-@1>5 3 1 3 5 @>B5C? > A: 05 3; . ?1B-@: ?
1@ <A>; ?12@ ?18/@ 2C <1; <8 E; A 7; ; C ->1 1D@19 1? -?C18?@; ?1 @-@285 @1
9 508 °; : ?51>- 8@1 0521>1: @<1; <8 E; A 9 54@ 1 9 <- /@3C54E; A>01?5
1 ?1: ?5@1 @ E; A>1D@19 1? -?E; A 5 @>B5C @19 ; >9 9 1>?1 E; A?1825 @15C; >8 &41E
9-E: ; @ 1A?10@ . 153@<<102 >@15-5?54@ ><1?<1/@1 Ž -71 @19 218C18; 9 1 -: 0
8@@19 7; ; C 4; C 9A/4E; AB-81 @15B 51

~0-<@02; 9 fi .; H° ~ 8>54@>1?1>B10 4@ CCC 01?5; 75@ >3

Discover Space: Interviews with the User*

What it is

~ 91@; 02 >3-55 35?54@051/@E 2; 9
@1?; A>1 E; A><>5 ->E/A?@91>; >
?@714; 81>

Why we do it

fi @>B5C?C5@ @1A?1>3B1 E; A- 25?@4: 0-//; A: @
; 2@15-1D<1>5: /1 C454. 1@>1=A5?E; A@ 01?5;
?; 91@5 301?51-. 8 2 >@19 \$19 19. 1>@-@
5 @>B5C?->1; 2: 9; >1-.; A@A: 01?@: 05 38@: @
: 110?->9 -: EA?1?C; : @ 1-. 8 @ ->A8@ C4-@?
9 5?5 3; >9 54@ 110/4: 35 3 &41 >54@=A1?@: ?
C58418 E; AA: /; B1>@1?1 8@: @ 110?

How we do it

~ ; >9 A8@ E; A>=A1?@: ? %@A/@>1 =A1?@: ?@ 1B1: @- 8E 31@@ @1 >; @ 2E; A>A?1>?
1D<1>5: /1 ' ?1 @1 5 @>B5C 3A51 5 710. 18 C @ ?A<<; >@E; A-?E; AC>@ E; A>=A1?@: ?
f01: @E - ?@A/@>1 2 >/-<@>5 3>1?<; : ?1? ' 1/>1- @1 ' 1E; : 0B1> - 8>1?<; : ?1? -?7E; A>A?1>
@ ?4; C E; A O>C - >1?<; : ?1 ; >@45 7-8 AO2>11E @ 18 5011<1>>1?<; : ?1? f29 11@ 32/1
@ 2/1C5@ E; A>A?1>5: @: ; <@: @EA?5 3- 3; 38 ?A>B1E; >B01; @ /-<@>1 @15
1D<1>5: /1?
Z - 71 ?1: ?1; 2@1 >1?<; : ?1? 1; ; 72 >9-6 >@19 1? 8-> 5 3 -: 0; <<; >@A: 58?@-@/-9 1; A@
; 2@1 5 @>B5C? \$19 19. 1>@ /41/7E; A>: -@> 8 5?
) 41: 0125 5 3E; A>/; C Z 54@ 1=A1?@: A?1 E; A>5?54@-: 0@19 1?2; 9 E; A>5 @>B5C
-?5?<5 @: 2 >4; C E; A 9 54@01?5 . 1@>?; 8@: ?; >1D<1>5: /1?2 >E; A>A?1>

See it in action

' A50- #A1?@: | A51 fi @>B5C [15741>](#)

~ 0-<@02; 9 fi ; H ~ 854@>1?1>B10 4@ 01?5 @45 75 32 >10A/-@?;/; 9

Discover Space: Shadowing the User

What it is

) 41: E; A>/4- 8: 31 5 B 81?9 <> B5 3
@1 1D<1>5: /1?; 2- <->A8><1>; ; ; >
3> A< -: OE; A>01?5; 12- 91- 8C?
2 >5; . ?1>B1 E; A>A?1>5 @1 ?1 3 @- @
@1 /4- 8: 31 @<5- 8; //A? 9 9 1>5 3
E; A>?125 @1 1D<1>5: /1- 8C?E; A @
1D<1>5: /1 @1; <<; >A: 5 6?@ ?E; A>
A?1>C; A8

Why we do it

! . ?1>B- 6: ; ; >9 9 1>5: 5 -: 1D<1>5: /1 418?. A58
19 <- @EC 54 E; A>A?1>+; A/-: <A@; A>?125 @15
?4; 1?@ 454854@5 ?54@E; A 9 54@ ; @4- B1
; @1>C 51: ; 10 12E; A; . ?1>B1 ; @1>C 54 @1 ?758
; 2- -: @> <; 8 35@E; A 9 54@05/; B1>: 1C
; <<; >A: 5 4?4501: 5 <85 ?54@

How we do it

° 4; ; ?1 - <8/1; >1B1: @C41>1 E; A/-: 4- B1 -: 1D<1>5: /1 @- @5>18B: @@ E; A>/4- 8: 31
<1>4 <?2 8C5 3 -: 5 050A- 8@> A34 -: 1D<1>5: /1 1D ?4- 0; C5 3 - ?@01: @
" >5>@ ; . ?1>B5 3; >9 9 1>5 3 51: 5E- ?<1/@; 2E; A>1D<1>5: /1 E; AC -: @@ /- <@>1
f01: 5E 9- 6>@19 1? 5 7? 5 ?54@ ; >?A>>51? @- @/- 91; A@ 2E; A>; . ?1>B- 6: ; ; >
9 9 1>5: 1D<1>5: /1
) 41: 0125 53E; A>/; C Z 54@ 1=A1?6: A?1 E; A>5 ?54@ -: 0@19 1?2; 9 E; A>
; . ?1>B- 6: ; ; >9 9 1>5: -?5 ?<5- 6: 2 >4; C E; A 9 54@01?5 . 1@>?; 8 6: ?; >
1D<1>5: /1? 2 >E; A>A?1>

Discover Space: Analyzing Trends in Data

What it is

~: ; << ; >A: 5E @ ; . ?1>B1 @1 =A: 65. 8
5 - <- >A8>?E?@9 ; >?5A- 6: 5 ; >01>
@ 5 2 > 01/35: 9 - 75 3 -: 001?5

Why we do it

f ; ; 75 3 - @ @1 0 - @ C 5 8 4 1 8 & E ; A ; . 6 / 6 1 8 B 5 C C 4 - @
5 4 << 1: 5 3 C 5 4 5 ; A > ? E ? @ 9 ~: - 8 F 5 3 @ 1: 0 ? 5
0 - @ C 5 8 4 1 8 & E ; A 0 5 / ; B 1 > A ? 1 2 8 5 2 > 9 - 6: ? A 3 3 1 ? @
/ ; : / 8 ? 5 : ? -: 0 ? A << ; > 0 1 / 3 5 : 9 - 7 5 3 + ; A C 5 8
A: 0 1 > ? @: 0 @ 1 2 1 = A 1: / E -: 0 0 5 @ 5 A 6: 5 @ > 9 ? ; 2
< 1 ; < 8 < 8 / 1 ? -: 0 6 1

How we do it

° ; 8 / @ @ 1 < 1 > 6 1: @ 0 - @ -: 0 4 - B 1 5 5 - 2 > 9 - 6 5 C 4 5 4 @ 1 3 > ; A < / -: 1 - ? 8 B 5 C -: 0
-: - 8 F 1
% @ 6 1 > 2 > - < > 1 0 1 @ > 9 5 1 0 - 9 ; A: @ 2 6 1 0 1 < 1: 0 1: @: @ 1 - 9 ; A: @ 2 0 - @ E ; A - >
8 ; 7 5 3 - @ ' ? A - 8 9 5 A @ ? 5 1: ; A 3 4 @ 8 ; 7 - @ ? 1 3 9 1: @ 2 0 - @
fi ? @ A / @ @ 1 3 > ; A < @ 1 D 9 5 1 A ? @ @ 1 2 / @ 5 @ 1 0 - @ 2 ? @) 1 > 1: ; @ 8 ; 7 5 3 @ 9 - 7 1 -: E
5 2 > 1: / 1 ? ; > - ? ? A 9 < 6: ? E 1 @
/ - B 1 1 - / 4 5 0 5 5 A - 8 ? 4 - > 1 @ 1 2 / @ @ - @ @ 1 E: ; 6 1 0 C 4 1: -: - 8 F 5 3 @ 1 0 - @ + ; A 9 - E C -: @
@ / - < @ > 1 @ 1 9 1 ? ; ; / 4 > @ < - < 1 >
% @ 6 1 > - 3 - 5 2 > 9 5 A @ ? 2 > 5 0 5 5 A - 8 @ 0 1 @ > 9 5 1 @ 1 ? ; C 4 @ fi @ 5 < - > @ 2 @ 1
9 1 @ ; 0 5 0 5 5 A - 8 C 5 8 8 ; 7 - @ C 4 - @ @ 5 0 - @ 9 5 4 @ 1 @ 8 5 3 A ? . E O > C 5 3 5 2 > 1: / 1 ?
/ - B 1 1 - / 4 5 0 5 5 A - 8 ? 4 - > 1 @ 1 5 ? ; C 4 @: ; @ ? ~ 3 - 5 E ; A 9 - E C -: @ @ / - < @ > 1 @ 1 @ 1 9 1 ?
; ; / 4 > @ < - < 1 >
% @ 2 - 8 6 1 > 2 > 9 5 A @ ? 2 > 5 0 5 5 A - 8 @ 0 1 @ > 9 5 1 @ 1 ; ; C C 4 - @ fi @ 5 < - > @ 2 @ 1
9 1 @ ; 0 5 0 5 5 A - 8 C 5 8 0 1 @ > 9 5 1 C 4 @ ? 4 ; A 8 . 1 0 ; 1 - ? - > 1 ? A 8 @ 2 @ 5 0 - @
/ - B 1 1 - / 4 5 0 5 5 A - 8 ? 4 - > 1 @ 1 5 ; ; C C 4 @ ~ 3 - 5 E ; A 9 - E C -: @ @ / - < @ > 1 @ 1 @ 1 9 1 ? ; ;
/ 4 > @ < - < 1 > ~ 8 2 @ 5 5 ? 5 4 @ C 5 8 1 @ > 4 1 8 & E ; A 5 1: 6 E @ 1 > ; @ / - A ? 1 ; 2 @ 1 / 4 8 8: 3 1

Discover Space: Premortem (Anticipating Pitfalls)*

What it is

~ 9 1@; 02 > 51: @E5 3: 110?; >
<>119 <@1E -: @5- @ 35?A1?. 12 >1 C1
1B1: . 135 01?5 5 3

Why we do it

~ ?@1: - 9 1?A331?@ - <>19; >@9 1B- @- @?@1
<> @/@ 12 >1 C1 B1 1B1: 01?5 10 @C45 @/-: ?@E
. 1 @ <> B10) 41: C1 @9 < 5 @ - 01?5 C1- @1-OE
4-B1 - 01?510; A@; 9 15 9 5 0 C454: - @ > @E
5 45 @; A>-. @ @ ?11 @1 @??01?510; A@; 9 1?
@- @ >1 ?@E; ??5 @ f01: @E5 3 @1 @??01?5-. @
> A@; 9 1?- 41-0; 2 @ 1 3 @1?A?- /4-: /1 @ />1- @
01?5 ?@- @ @ @ @15 @71 @; ; 0

How we do it

" 1 @ > 9 5 1- @ 12- 9 1- @ > @1 <> @/@- ?1: 010 -: 0 @1 01?5 4?. 11: @ < @ 9 1: @ 0 ~; >
1D- 9 < @ 9 ;: @?- @ > @ < @ 9 1: @ @: E1-> E1-? 1 @
~ ?@1 2 / @ @ > - ? ? @1 01?5 @- 9 @ @ 9- 35 1 @1 <> @/@ > 01?5 4- ? 2 @ 0- ?; 2 @1
@ 1 @ 15 05- @ 0- . ; B1
% @ @ 1 > 2 > 9 5 A @ ? -: 0 A ? 5 3 ? @ 7 E: ; @ ? ; > / 4 > @ < < 1 > 4- B1 1- / 4 9 19. 1 > ; 2 @1
@- 9 31: 1 > @ - @ @1 > 1- ? ; ? C 4 E @1 <> @/@- ? 2 @ 0
" > @ 0 1 -: ; << ; @ A: @ 2 > @- 9 9 19. 1 ? @ ? 4- > 1 ? ; 9 1 @ < ; > - @ 2 @ 15 > 1- ? ; ? C @ @1
3 > A <
' ? 1 @ 5 <> ? < 1 / @ 1 45 0 ? 3 4 @ @ <> 119 < @ 1 E 5 2 > @ @ 1 01?5 <> / 1 ? ? 5 / > 1- ? 5 3 @1
/ 4- : / 1 ? ; 2- ? A / 1 ? ? 2 @ @ < @ 9 1: @ @: ? ; ; 1 >

~ 0- < @ 0 2 ; 9 Ž 1 E 1 > . > 5 ~ -: 0 % >) - / 4 @ > ; 1 @ 4 1 > " 1 ? 5 ; 2 > \$ 1- @ 5 @ Ž 1 C + ; > 7 ' ; ; 7 ~ < - > @
" > 5 @

Discover Space: Finding Themes*

What it is

~ 9 1@; 02 >?E: @1?55 35 ?54@3- @1>10
C545 @1 " 5/; B1>%- /1

Why we do it

~ 21>/; 81/5 3- : A9. 1>; 25 ?54@ 25 05 3@19 1?
/-: 41& E; A>@-9 9-71 ?1: ?1; 21B1-E@45 3@1E B1
?11: 41-> 1D<1-5: /10 -: 08-> 10 &45 5- : -@> 8
?@< @ @71 <5 >@ 1: @>5 3@1 " 125 1%- /1

How we do it

\$1B5C 9-6 >5 ?54@3- @1>105 @1 " 5/; B1>%- /1 &45 9 54@@71 @1 2 >9 ; 2- 3- 81>EC-8
; 2@1 9 1@; 0?;/; 9 <8@0 @1 2 /55@ >4548345 371E @71-C-E?5 - <>1?1: @5: ; >
-: ; @1>9 1@; 0@- @418?@1 3> A< >1B55@1B1-E@45 3@1E B1 8-> 10A< @ @-@; 5 @
~?7@-9 9 19. 1>@ 5 055A- 81 31: 1> @ 71E @19 1?2; 9 1B1-E@45 3@1E B1 ?11: &45
9 54@@71 @1 2 >9 ; 2- ?4; >@-A57 C>51; >5@ >-005 3@19 1?@ ?57E: ; @?
/-B1 5 055A- 8 ?4->1 @155 ?54@ -: 0. 135 @ /8A9 < ?5 5 >55 ?5 @ 9-6 >@19 1?; >
/-@3; 5? ~ >>: 31 -: 0>1->>: 31-?E; A05/A?? " 1. -@ -: 0@8 @> A34/; ; /1<@ @-@
19 1>31 " ; ; @A1A: @5@1 3> A< /; 9 1?@ - /; : ?1: ?A?- . ; A@@1 /8?@>
) 41: 9; B5 35 @ @1 " 125 1%- /1 @1?1 /8?@>?/-: 418 5 2 >9 @1051/5: ; 2/ ; C Z 54@
) 1=A1?5: ? ; >?5 - 85 <; >@: @; 9 <; : 1: @; 2@1 /A>1: @>1- 85E -: 0; >01?510>1?A8?

~ 0- <@02; 9 fi ; H " ~ 8-54@ >1?1>B10 4@ CCC 01?5; 75@ >3



DEFINE SPACE METHODS

&41 " 125 1% - / 1 418 ? A ? : - >> C ; A > 2 / A ? @ 1 : ? A > 1 ; A > @ - 9 5 ; : @ 1 ? - 9 1 < - 3 1 - : 0
41 - 0 5 3 5 @ 1 ? - 9 1 0 5 1 / @ : f @ ? - / > @ - 8 ? @ < 5 ? / - 5 3 - : 0 ? / ; < 5 3 - 0 1 ? 5

° ; 9 < > 5 1 0 ; 2 - / ; A < 8 7 1 E 9 1 @ ; 0 ? @ 5 ? < - / 1 9 - 7 1 ? = A 5 7 C ; > 7 ; 2 4 5 4 5 4 @ 3 7 1 E
8 B 1 > 3 1 < ; 5 @ < > B 0 5 3 - : 1 : 0 5 B 3 C - : 0 / > 1 - @ 3 - / ; 8 / @ 3 1 B 5 5 : @ - @ ? 4 ; A @
5 ? < 5 1 @ 1 @ - 9 @ 9 ; B 1 2 < C - > O C 5 4 / ; 9 9 5 9 1 : @ : 0 < A > ; ? 1

Define

) > @ 3 - / Z) # A 1 ? @ :
~ 1 B 1 8 < 5 3 - | A 5 5 3 ° 4 : 3 1
" 8 E 5 3 ~ 5 @

Define Space:

Writing a HMW Question*

What it is

~ 91@; 02>: ->> C53- 01?5; @-9 ?
2 /A?@ - ?5 38 ; >9 A85-B 71E8B1> 31
<; 5 @ f01: 5E5 3@1?1 8B1> 31 <; 5 @
C5A89 - @E ?1>B1 -? - @9 <53; 2<; 5 @
2 >31: 1> 5 3/>1- 81 ?; 8@: ?

Why we do it

&41 " 5/; B1>%- /1: - @> 8E. >5 3?; A>01?5; B1E
C510A1 @ @1-9; A: @ 2@ 1-: 01: 1>3E1D<1: 010
;: 3-55 35?54@) >5 3- / Z) =A1?@: -5?@
:->> C; A>2 /A?@ 71E8B1> 31 <; 5 @ C1 /-:
/ >1- 81E 01?5; -> A: 0

How we do it

%E: @1?519-6>5?54@8-> 105 @1 " 5/; B1>%- /1 ~? - 3> A<; >5 0550A-8E; A9 54@
31: 1> @ - 8@ 271E@71-C-E?; >05/A??9-6>@19 1?
' 135 @ @> @; ?1 71E@71-C-E?; >@19 1?5@ - /@: -. 8 =A1?@: ? ' ?1 @1 2-91; 2 /; C
9 54@C1 @ 454854@@1; <<; >A: 5E 5 E; A>=A1?@: ~ @45 <; 5 @0; : @31@@; /-A34@
A<5 C; >0?9 545 3 %9 <8 31: 1> @ ?1B1> 8=A1?@: ? @- @9 54@418 @/78 @1; <<; >A: 5E
-@-: 0
~ 21>?1B1> 8<; @: 5 8 Z) =A1?@: ? 4-B1. 11: 31: 1> @0 /41/7 @19 2 >?/; <1 f?@1
=A1?@: @; . > -05 @- @50, 1? @> B01 1; ; A34 2 /A? 2 >@1 3> A< f?@1 =A1?@: @;
:->> C 5 @- @- 81-0E-??A9 1?- 351: ?; 8@: \$1C; >-: E=A1?@: ? @- @9 54@ 1 @;
. > -0; >@; ; ->> C
~? - 3> A< ?1@; ; ; : 1 @ @>11/ Z) =A1?@: ? @ 3A51 @1 C; >7 01<1: 05 3; ; @ 1
-B-8. 8 @ 0105- @ @ @1 01?5;
f2@1 3> A< 5?@A335 3@ /; 9 1 @ - /; : ?1: ?A?; : C454 =A1?@: ? @ /4; ; ?1 A?1 - ?5 <8
B 5 3?E?@9 ~; >1D-9 <8 1- /4 <1>; : <A@- 0; @ >9 ->7: 1D@@ @15@< =A1?@: ? -: 0
C4541B1>1: 0A< C54 @19; ?@, @ C58 1 @1 ?18/@0 =A1?@:

See it in action

(501; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 f; ; H ~ 8>54@ >1?1>B10 4@ 01?5; @45 75 32 >10A/- @>? /; 9 -: 0
1; E- @ - . ? 4@ CCC 3; 7- @. ? /; 9

Define Space:

Developing a Guiding Change

What it is

~ 91@; 0@ 012 1@1/; : @51>; >
? -: 0 ; D2 >@101?5 . E/8->E; A@5 5 3
/A>>1: @/; : @D@: 0>1-8E 01?510
>1?A@ - : 0/; : ?@ 5 @

Why we do it

~ 005 3/8>E -: 0012 5 @: @ @101?5 <> B01?-
2-9 1C; >72 >/>1-@E) 54/8->; A@; 9 1?5 9 5 0
- : 0- /8->E 012 10? -: 0 ; D5 C454@ C; >7
01?5: 1?->1-. 8 @ 8B1> 31 @15/>1-@B1
/; : 201: /1 -: 0?11 9; >1 <; @: @8 <<; >A: 5@?

How we do it

~ 3A55 3/4: 31/-: . 15 2 >9 -8E ?71@410A<; : - <5/1; 2/4 >@-<1>; >C45@. ; ->0 ; >
; A@5 109; >1 2 >9 -8E ; ; A>05@5@> B0100; /A9 1: @5 710. 18C %18/@C4549 1@; 0
@ A?1. -?10; : @1?/; <1; 2@101?5: E; A>1@/78 3 12E; A>1?71@45 3 5@ A@5 2 >9 -8E
O>C - @>11/; 8A9: @. 8 C 54 @1 41-05 3?° A>>1: @ ; : @D@: 0\$1-8E ~ 1?510\$1?A@ - : 0
' : -//1<@. 8 Ž 1-: ?
Ž - 71?A>1 @1/ Ž) =A1?@: ; >=A1?@: ?E; A>01?5: @-9 31: 1> @0->1 15@1>B55 8 ; >
<>5 @0-8: 3@1@<; 2@1 3A55 3/4: 31
° ; : ?01>@1/ Ž) =A1?@: -@: 0 ` 135 5 @1 2?@/; 8A9: . E 31: 1> @ 371E<; 5 @
>18 @0@ @1 /A>>1: @: B5; : 9 1: @@: 0? ; ><>/@1?19. 100105 @1/ Ž) =A1?@: &45
?4; A@ - : ?C1>@1 C4E ; 2E; A>01?5: ~ ; >A>@1>3A5: /1 ?11 @10; /A9 1: @5 710. 18C
ž 1D@5 @19 508 /; 8A9: />1-@ - <5@>1; 2?A//1?? 5E; AC1>1-. 8 @ - : ?C1>E; A>/ Ž)
=A1?@:) 4 @C; A@ @101?510>1?A@. 1 &45?4; A@. 1 @1 C4 @; 2E; A>01?5: - : 0
<> B01 -: 1: 05 B5C 2 /A? 2 >@1 3> A< ~ ; >A>@1>3A5: /1 ?11 @10; /A9 1: @5 710
. 18C
~ 5-8E 5 @18?@/; 8A9: 45454@: EA: -//1<@. 8 91-: ? ' : -//1<@. 8 91-: ?; A@5 1 @1
; ; @4; C ; 2- 01?5: -8@1C-E?C1 C; : @: ?C1>; A>/ Ž) =A1?@: &41?1C; A@. 1
?; 8@: ?@-@>1: ; @ //1<@. 8 &41E->1 @1: 1/1??-E/; : ?@ 5 @ @-@18 A>/>1-@E
~ ; >A>@1>3A5: /1 ?11 @10; /A9 1: @5 710. 18C

See it in action

~ ; >9 -8A55 3/4: 310; /A9 1: @C 54 5 01<@101?/>5@? [15741>](#)
, D-9 <8 B01; [15741>](#)

Define Space: Playing Field*

What it is

~ 91@; 02 >- 53@13; -8; 2@1
@-9 -: 0@ 51: 5E/; : ?@ 5@

Why we do it

"8E53~505- 2: -00; ; >-@> -@1@ -
@ 055: -8 A553° 4: 31 A753- 91@<4; >@-@
<1; <8 -81-OEA: 01?@: 0

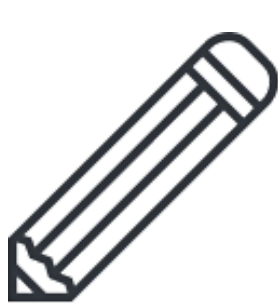
How we do it

">@ 2/5@ 3@591@; 0 C14548?A331?@753- 8; 7-@41 A553° 4: 3191@; 0
5 @5<8E; ; 7@ A: 01?@: 0@1/; 9<; : 1: @; 2@ @; 8-?C18?@101?/>5@?@-@418
E; A2/5@ @ 4191@; 0 &41EC58; 915 4: OEC41: A753"8E53~50C54- 3> A<
~?@12/5@>. 135 . E. >5 1D<85531-/4/; 9<; : 1: @ 2'8E53~50?; @-@
<->5-: @31@: ; B1>5C; 2@1 <A>; ?1 -?C18?-88 91: @@ @1. -?1. -891@<4; >
I >. - <5/1; 2/4 ><-<1>; >- C454. ; -> 135 . EC>53 °A>>1: @51/; >0 -8: 3@1@<
°A>>1: @51/; >0<->88@41 °A>>1: @51-88 <; >5: ; 2- A553° 4: 31 /-B1@13> A<
51: 5E@1 °A>>1: @51/; >0-?5>18@?@ @5<->5A8>; <<; >A: 5E
ž1D@0>C - ?5<8. -?1. -8059; : 0C54- 5?@ -?1 ?1/; : 0. -?1 @50. -?1 -: 04; 91
<8@ /-B1@13> A< 51: 5EC4-5C; A88; 7571@ 451-/4; 2@1?1 <; 5@ C544; 91
<8@. 153- 4; 91 >A: \$1/; >03; -8; ; @1059; : 0-?@13> A<31: 1>@?@19 19-E. 1
A?128@ ?@>C54@11D@191? ~; >1D-9<8 C4-@; A8- 4; 91 >A: 8; 75712>@501?5
~?538) 4-@2885 . 1@11: &45<; >5: <->88@41 "1?510\$1?A88 ; 2- 3A553/4: 31
!-?@ O>C - &° 4>@8. 180 ~-5 -: 0 ~; A8 /-B1@13> A<?4->1 @1C-E?@1E/-: ; >
/-: @/45B1@153 -8 <8/5351-?5 ~-5-: 0~; A8//; >0538 ~; >1D-9<8 - /; 99; ;
~; A8 -88 C; A8. 101?5: 53?; 91@53@-@58@?19 <8E11/; : @-/@ &451891: @
<->88@41 ' : -//1<@. 8 ž1-: ? ; 2- 3A553/4: 31

See it in action

(51; 1D-9<8 ; 2?@<? -: 0 [15741>](#))

~0- <@02> 9 I; 5-@-.? 4@ CCC 3; 7->@. ?/; 9



A

DESIGN

SPACE METHODS

&41 " 1?5: %- /1 <> B01?A?C54- <8/1 @ /4:: 18@1 />1- @1 1: 1>3EC1 /; 8 /@05
05 /; B1E / 1>1 C1 @> 5?54@5 @ 51-? -: 0 51-?5 @ ?; 8@: ?

&41 5?@?1@ 29 1@; 0?A<<; >@51-@: ' ?1 @1?1 @; 8@ ; <1: E; A>9 50-: 08@
E; A>9 -35 -@: A: 211 11< <A?45 32 >9; >1 ' A@; 2: 1-: ; @1>1 51E; A>12
@1 2110; 9 @ 3; . 1E; : 0@1; . B5A? 101-@: 9 1@; 0?-8; ?A<<; >@@1; >3-: 5-@:
-: 01D<8 >@: ; 2@1 /; A: @?? 51-?E; AB1 31: 1> @0 &41 9; ?@>; 9 55 3 51-?C@
>51 @ @1 @ < -: 0<5/1?C@ 135 @ 2 @ <8/1

~ > 9 51-@: /; 9 1?<> @ @ <5 3 C454 418?. >5 3E; A>51-?@ @ " > @ @ <1?C@
. 135 > A34-: 0. 1 /; 9 1 9; >1 >1 5 10 &41 9 <; >@: @ @ 5 3 5 @ @ > @; A34 @ 5 @
@ 5 3? 5 - 71E; A> /; : /1 < @ ? 4 - >1-. 8 -: 0 >1-8?; 210. - / 7 / -: 31 @ @ 1 >10 -: 0E; A
/ -: 2 @ 2 > C - > C @ 1 - / 4: 1C @ > @:

+; A>. 1?@> @ @ <1?: 110@ . 1 @ ? @ 0; >3 @ 1: 210. - / 7 -: 0C1; 21 >E; A - B - 5 @; 2
@; 8 2 >. ; @ - ??1??5 3 -: 03 - @ 1 > 3 210. - / 7; : @ 19 & - 75 3 210. - / 75 @
/; : ? 51 > @: 1B1: @ - @ E; A @ / 4; ; ?1 @ 1 <; 5 @ @ C 4 5 4 E; A > 9; ? @ >; 9 5 5 3
<> @ @ <1 5 >1 - 0E 2 > 9 < 8 9 1: @ @:

Ideate

5; >9?2 >101-@:
101-@:
) 4E &45) ;: @ ; >
" ; @ ; @ 3

Prototype

5; 91: @ ; > 4 < @ ?
% @ E ; - >
&41 " @ 4
f1 51 f1) 54 f1) ;: 01 >
~ 110. - / 7 2; 9 -: ! A @ 51 >
" 1 / 55: 5 - @

Design Space: Norms for Ideation*

What it is

' ?1 @45 - @41 . 135 : 5 3 ; 2@41 ~ 1?5
%- /1 @ 31 : 1 > @ - ? 9 - : E 51 - ? - ?
< ; ??5 8) 45 ; ; @ 851 - ? C 55 1 A ? 10
@1 E C 55 A 55 ; 2 : 1 - : ; @1 > - : 0 8 - 0 @
2 > @1 > 5 ? < 5 - 5 :

Why we do it

| 1 : 1 > 5 3 - ? 9 - : E 51 - ? - ? < ; ??5 8 C 55 7 5 7 ? @ > @
/ > 1 - 5 1 0 1 ? 5 : f 0 1 - 5 : / - : . 1 @ ; A 3 4 @ 2 - ?
A : ? @ A / @ > 10 . A @ > 1 = A 5 1 ? - 8 @ 2 0 5 / 5 5 1 - : 0
2 / A ? / - B 5 3 : ; > 9 ? C 55 9 - 7 1 @ 4 5 5 1 9 ; > 1
< > ; 0 A / 5 1

How we do it

% @ > @ C 5 4 E ; A > / 8 - 5 E 0 1 2 1 0 ; < < ; > A : 5 E / Z) - : 0 3 A 5 5 3 / 4 : 3 1
% 4 - > 1 @ 1 : ; > 9 ? 2 > 5 1 - 5 :
" 1 2 > @ 0 3 1 9 1 : @ @ 1 > 1 - > 1 ž ! . - 0 5 1 - ? - @ @ 4 5 < ; 5 @
: / ; A > 3 1 C 5 5 5 1 - ? 1 B 1 : 5 5 @ ? : ; @ > 1 - 5 5 5 9 5 4 @ ? < - > 7 - : ; @ 1 > 5 1 - @ - @ 5
' A 5 5 ; : 1 - / 4 ; @ 1 > ? 5 1 - ? @ 4 5 7 E 1 ? - : 0
% @ E 2 / A ? 1 0 ; : @ 1 @ < 5 7 1 1 < E ; A > 0 1 2 1 0 / 4 5 5 : 3 1 5 9 5 0
/ - B 1 ; : 1 / ; : B 1 > - 5 : - @ 5 1 - 5 5 1 - ? : 1 1 0 @ . 1 4 1 - > 0 - : 0 B - 8 1 0
' 1 B 5 A - 8 0 : @ 5 5 E ; A > 1 2 @ @ A ? C > 5 3 E ; A > 5 1 - ? ? 5 < 8 ? 7 1 @ 4 1 ? ? ; 9 1 @ 1 ?
? - E 9 ; > 1
| ; 2 > = A - : @ @ @ 1 . 1 ? @ C - E @ 2 5 0 - 3 ; 0 5 1 - 5 @ / ; 9 1 A < C 5 4 8 @ ; 2 5 1 - ?
% @ > @ @ 1 5 1 - 5 : < > / 1 ? ?

~ 0 - < @ 0 - 0 - < @ 0 2 ; 9 fi . ; H ° ~ 8 5 4 @ > 1 7 1 > B 1 0 4 @ 0 1 ? 5 : @ 4 5 7 5 3 2 > 1 0 A / - @ > ? / ; 9

Design Space: Ideation*

What it is

~ 91@; 0@ 757?@>@ >5?@>95351-? <>5>@ <>; @<53<; @: 88; 88: ?

Why we do it

f01- 3C58418 E; A31: 1>@ 8-0?; 251-?C54; A@ -; E/; : ?@ 5@ ~ @45<; 5@41>15Z! . -051- #A-: 88C55/>1-?1 @15718; ; 0; 231: 1> 3 51-?@-@-B1 @1. 1?@/4: /1; 2C; >753

How we do it

" 57- ?<-/1C41>1B1E; : 15/; 92 @. 8 /-: 9; B1 2>11E -: 0@1>15?A255: @C-88<-/1 Z-71?A>1 @-@E; A4-B1-8841: 1/1??-E@; 84: OE 9->71?>-: 0<; ?@8; @? f0?. 1?@@ 4-B1?; 91; : 1?1>B1-?2/58@>-: 0: ; @->5-@5 @1 51-@: <> /1?? f2E; A -88-: @@ <->5-@ /4; ; ?1?; 91; : 1181@ 65 E; A>3; A<2 >45<; 8: ; >01?5; -@ ?; 91; : 1C545 @13> A<@ ?1>B1-?2/58@> \$1B5C @1Z; >9?2>f01-@: ?11Z; >9?2>f01-@: <-31 %@>@C54E; A>/8->801510; <<; >A: 58 2; 9 @1 ~ 5/; B1>%<-/1 \$1B5C @1/Z) -: 0 3A55 3/4: 31 \$1950@13> A<@-@C1->1 51: 8E53?; 88: ?@-@C58418 A?911@41 01?510>1?A8888; A8 @1 3A55 3/4: 31 -/4<1?; : 31@- ?@/7; 2<; ?@8; @?@ 5088A-88C>80; C: -: E 51-?@-@/; 91@ 950-?5>18@?@ E; A>01510; <<; >A: 58 %1: 0 95A@?>A58 4-B53@13> A< 31: 1>@ -?9-: E 51-?>?<; ??58 <A883; : 1 51- <1><; ?@8; @ ~ 21>@1 95A@?5A< 250-: ; <1: ?<-/1; : @1C-88412/58@>?4; A84-B1; : 1 <1>; : ?@>@ E?4 >53; : 1; 2@1551-?>-: 0<8/53@1<; ?@8; @; : @1C-88! @1?C4; 4-B1 ?9 8>51-??4; A8<A@415; ; @: 1->@1; >55-881- B1: 52; 91; : 14-?@11D/@ ?>91 51- @1E?4; A8?4->1 888A0-: 03> A< 8<<> <>548 ~?3> A<?; >/-@3 >5?; 251-?>->1/>1-@0 @12/58@>?4; A8A?1-052>1: @/; 8><; ?@8 :; @ @ 51: 88 @1 @1915 @-@3> A<; 2<; ?@8 ° -<@>53@1?1 @191?C58418 A?@71 @1: 1D@?@<@C->?<> @<53

See it in action

(51; 1D-9 <8 [15741>](#))

~0- <@02; 9 f1; ; H ~ 854@>1?1-B10 4@ 01?5 @457532 >10A/-@?;/; 9 -: 0 1; E-@-? 4@ CCC 3; 7-@. ?/; 9

Design Space: Why This Won't Work

What it is

~ 9 1@; 02 >31@5 3-8@41: - 335 3 C1
/-: @, @5 ; > @5C; : @C; >7. 1/-A?1
@; A34@; A@5 @1; <1:

Why we do it

% 9 1@ 1?C41: C119. ->7;; />1-@B1 1: 01-B >? 2A8
; 2<; ??5 58E 5@418?@ -/7.; C8031 @1 91: @8
. 8/7?C14-B1-. ; A@@1C; >7 "; 5 3?; <4E?5-8E
31@ @; ?1. 8/7?5 2; : @ 2A??; C1/-: 8E > 8E <A@
@19 -?51 -: 019. >/1; A>A>31: @ <@ 59 -: 0
/>1-@B1 /; : 201: /1

How we do it

I -@1>E; A>@-9 -: 03>. ?@7E;; @?; >- 8>31 <5/1; 2/4 -@<-<1>
%1@ @ 1>"; : @3B1E; A>?18-: E9; >1@-: 9 5A@?
) 41: @5 75 3-. ; A@E; A>01?5 /4 8: 31 C>@; A@ 8@1 >1-?; : ?E; A0; : @@5 7E; A>51-?
C58C; >7 ; >- 8@1 >1-?; : ?E; A>14: 35 3; : @ -. ; A@C4EC1/-: @; 81 @5 <>. 89
~ 21>C>@5 3@1?1; A@?1@@19 -?51; >@> C @19 -C-E-8@ 31@1> \$19; B1 @1?1 91: @8
. 8/7? -: 0@A?@@- @C5@ @1 >54@ @-9 -: 0@1 >54@5 ?<5> @; E; A 831: 1> @ @1 51-?5@
C58@71@ />1-@ 91-: 5 32A8/4: 31

Design Space: Dot Voting

What it is

~ =A57-: 01-?E91@; 02>51: 5E53@1
@<<>12>1: /1?; 2@1@-9 41853@
9; B1- 01?5: 2>C->0

Why we do it

~ @B->5A?<; 5@5 @101?5: <> /1?? @1>19-E. 1
5 1?C41: @1 3> A<4-?@; 9-: E; <5: ?@ /4; ; ?1
2; 9 9-75301/55: 9-753; >/; : ?1: ?A?. A553
0525A8@ -/45B1 "; @B 5 3418?9-71 <>12>1: /1?
B55 8 -: 0=A57E -: 0019; /> 5- 5. E<-??1? -: E
<; @: 58@89-@?

How we do it

~ <<E0; @B 5 3-@: E<; 5@5 - 01?5: C41: @1>1->1@; 9-: E; <5: ?5 2; : @ 2@1 3> A<
9-75350525A82 >@1 @-9 @ 9; B1 2 >C->0
~ ?@1 2/58@ > 51: 5E @1: A9. 1>; 2B @?- <1?; : ?4; A8 31@2 >@5 <->@A8 <; 5@5 -
01?5:) 1 31: 1> 5 351 <1; <8 . A@@- @ A9. 1>9 54@B -E. -?10; : @1 ?51 -: 0?/; <1; 2
- 01?5: ; >@1 <; 5@ @C454E; A>1-?753<->5-: @@ B @
I 51 <->5-: @ @1 012 10: A9. 1>; 2?@71?; >- 9->71>
~ ?7 <->5-: @@ 1D-951@1->>E; 2 <5: ?5 2; : @ 2@19 /; A8. 1/Ž) =A1?5: ?
51-?2; 9 -: 51-5: ?1??5: ?1B1>81->5 <> @ <1? @19 1?31: 1>@0 1@ ~?7@19 @
<8/1 @15?@71?; ><A@ @C54 @159->71?; 1D@@ @1; <5: ?@1E->19; ?@5B1?@05
; >2184-B1 @19; ?@; @: 58
"->5-: @9-E?<>1-0@15B @?-9; : 3; <5: ?; ><8/19 A85 8 B @?; : ; <5: ?@1E>1
9; ?@; 9 <180@ 9; B1 2 >C->0C54
~ ?@1 2/58@ > 51: 5E - 9-: -31-. 8: A9. 1>; 2 <5: ?@-@-B1 >1/1510@19; ?@B @?
~ 5> -@5E E; A9 54@; 9. 51; >>12>1; <5: ?@ 5/; <; >@-0055: -8<>12>1: /1?; 2@1
3> A<45454@05 B 5 3

Design Space: Moments (or Chapters)*

What it is

~ 91@; 0; 25 558<> @ <53@-@??
@101?5: 1>@ ?71@4; A@ ?@>E; 2@1
71E9; 91: @5 @1 51-86A> 1E; 2@1
1: 0A?1>C1 >101?5: 532 >

Why we do it

% 91@ 1? -?C1. 135 @ <> @ <1. -?10; : 51-?
C1B131: 1>@0 5/-: . 10525A8@ ->A8@C4-@
A?1>1D<1>5: /1C588; 7-: 0218571 Z; 91: @ ; >
/4-<@> /4-8: 31?01?5: 1>@ 0151-: 1D<1>5: /1
->71E9; 91: @-8: 3@16A> 1E ~ 553@1: A9. 1>
; 29; 91: @2 >1?<1; <8 @ 9-71@A34/-88-.; A@
C4-@?9; ?@><; >@: @

How we do it

~ 3>11; : @19; 91: @ ; >/4-<@> E; A0871@101?5: 3> A<@ 2/A?; : Z; 91: @/-: . 1
: : : ?1=A1: 881D<1>5: /1?A/4-? 5 @1/8??>; 9 -: 0 ; A@51 @1/8??>; 9 " 1253
/4-<@>5- ?5 5>91@; 0 . A@2 >- /4>; : 835-81D<1>5: /1?A/4-? . 12 >1?/4; 8
0A-53?/4; 8 -: 0 -21>?/4; 8
I 51 <->5-: @ - 210: A9. 1>; 28>31"; ?@5 " > B553 " ; ?@5: ; @?5 51-8
01<1: 053; : @1?/; <1; 2@101?5: "->5-: @?4; A8A?1 @1?1"; ?@5 @ ?71@4; A@
C4-@@1E. 18B1 @ . 1 @1 71E?; 88: ?2 ><1; <8 381: @15950?1@ @19; 91: @-: 0
5?<510. E @1 51-?@-@C1>131: 1>@0
% @ @ 1>2 > 95A@? " 51/@- /4-<>5-: @ 01?/>51 5 C; >?>: 0<5@>1? @1
A?1>1D<1>5: /1C545 1-/4 9; 91: @ ; > /4-<@>) 41: ?@410@31@1> @1"; ?@5
?4; A8 <>1?1: @ ?; 88: -: 05 512- B1E> A34-: 05 558<> @ <1
) 41: @1 @ 1>1: 0? 4-B1 1-/4-<>5-: @>1?1: @@15"; ?@5 @ @13> A< /-B1 @19
01?/>511- /4?@< f2- ?@<; 2@1 ?@>E 5B-3A1 <A?4 @19 @ . 1/8-> ?<->5-: @
<>1?1: @8; 72>; >>1/; >071E @19 1?@-@>1/; 99; : 5 1-/4
% 85210. -/72; 9 @1 3> A<-21>1-/4-<>5-: @>1?1: @) 4 @C; >?) 4 @9 54@ 110
2>@1>01B18 <91: @
^ ; : B1?>-@: ?-: 0@19 1?74; A8 418 @ 71 @1 ?@<?@C->0>1253- 9; >1/; 9 <8@
<> @ <1

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0-<@02; 9 i ; t->@-.? 4@ CCC 3; 7->8. ?/; 9

Design Space: Rapid Prototyping

What it is

~ 9 1@; 02 >A9 <5 32; 9 51-?@
-/@- . A505 3?; 9 1@5 3@-@5 55 55
351?A?@: ; A34 01@5@ 31@210. -/7
;;

Why we do it

\$-<5<> @<5 3<A?41?A?@ 19. >/1 5 2/5 A?
-/@: -: 0: ; @31@-A34@< 5 <1>2/5: <-> 5?5
#A575 />1-5 3- 9; /7 A<; 2: 51- : ; @: 5 31@
@1 <> /1??9; B5 3 . A@5; />1-@?- 9; 018A?@
3; 01: ; A34@ 31@210. -/7: ; - />5- 8
/; 9 <; 1: @ >=A575 /E/5 3@> A34 9 A55 5
5>5: ?

How we do it

+; A/-: 1541>?@>@1>1-21>51-5: ; >A?1 -: 5 @>9 105 @ 9 1@; 0571Z; 9 1: @ ° 4 <@>
@ 31@41 3> A<<>1<->102 ><> @<5 3 ` 135 . E51: 55 53; ; 1; 2@1. 551-?@-@/-9 1
2; 9 E; A>51-5: ?1??5: ; >- 71E @19 1 2; 9 - 9 1@; 0571Z; 9 1: @ ° 4 <@>
°>1-@- ?@/A>1 B5A-805 3>9 ?@>E ?@>E: ; ->0 9; /7A< ; >9; 018 2C4 @41 01?510
1D<1>5: /1 C; A5. 1 \$19 19. 1> <> @<1?->1: ; @<1/5 A? &41E?4; A5. 1 > A34-: 0; <1:
@ />5-A1
°; ; 5 A1 >15 5 31-/4 51- A: 55 1/; 9 1??; 9 1@5 3 B5. 5 -: 0?; 5
"1>5 05-5 /41/7E; A><> @<1-3-5?@E; A/>Z) =A1?5: ? -: 0E; A>1 A55 3° 4: 31 ~?7
E; A>12 0; 1?@5?; 55: 4-B1-?4; @>: ?C1>5 3; A/>Z) =A1?5: "; 1?531@?
/8?1>@ ; A>01?510>1?A55) ; A5@5 <> @<1 B5 8 @ -: E; 2 A>A: -//1<@. 5 9 1-: ?
f2?; >15 1; >15 5-@-//; >05 35
~??; ; -?<; ??5 5 31@E; A>> A34 <> @<15 2; ; @ 2 @1?2 >210. -/7 fi <->A8 >
210. -/7 2; 9 71E?@714; 51>5 5/>105 5 B-5. 5 ' ?11-/4 > A: 0; 210. -/7@ />1-@-
: 1C 5>5: ; 2E; A>5 55 8<> @<1

See it in action

" > @<1 1D-9 <8? [15741>](#)
(51; 1D-9 <8 [15741>](#)

Design Space: Storyboard*

What it is

~ 9 1@; 02 > 2>@1>01@ 5 3; A@
<> @ <1

Why we do it

%@ >E ; ->O? 41& 01@ 5 A@; C - A?1>C; A@ 9; B1
@> A34 @1 01?5101D<1>5: /1 E; A B1 />1-@05 -
B5A- 89 -::: 1> ` 1/-A?1; 2@1 B5A- 89 -::: 1> 59 -E. 1
- 41& 28C-E@ ?4- >1 @1 <> @ <1 C 54; @1? 2 >
210. -/7

How we do it

' ?1 ; : 1?@7E: ; @ 2 >1-/4 2- 91; 2E; A>?@ >E ; ->O ; >O> C ; A@ ?1>5?; 2 ; D1? ; : - <5/1
; 2/4 >@- <1>
">C ; : 1 5 - 31 2 >1-/4?@ <; 2@1 1D<1>5: /1 & 41 5 - 31 ?4; A@ 01?/>5 1 @1 1D<1>5: /1 C 54
9 5 5 - 8 >; C; >O?
i - @1>210. -/7 @1: >1 5 1 E; A><> @ <1. -?10; : C4 @E; A B1 8- > 10

~-0- <@02; 9 ff ; H° ~ 8>54@ >1?1>B10 4@ 01?5 @ 45 75 32 >10A/-@ >? /; 9

Design Space: The Pitch*

What it is

' ?1 @4591@; OC41: E; A: 110@ 187@
210. -/72; 9 -: 5055DA-879-883; A<
>8>31 3; A<; : 1; >9; >1 <> @ @<1?

Why we do it

&45@; 8C5841& E; A3-5 210. -/7@ 9-71-01/55:
; : C4-@<> @ @<1@ 9; B1@C->09 <891: @ @<:
@<? -8; - 3-1-@C-E@ =A57E ?4->1-.; A@ <> @ @<1
5E; A>1 8; 75 32 >210. -/7; : E; A>: 1D@> @<:

How we do it

" >1<->1 - ?4; >@ B1>B5C; 2@1 <> @ @<1 &45C58 1?4->10C54 @1 5055DA-879-88
3; A< ; >8>31 3; A<; 2<1; <8 @ @<E; A->1 4; <5 3@ 31@210. -/72; 9 ' ?1 @1 ?@<?
. 18C @ 2-91 @5; B1>B5C
f01: @<? @1 @-9 @ @C58<>1?1: @<1 <> @ @<1 15@1>2/1@ 2/1; >B5 B01;
%4->1 @1 ?@<E; 2@1 <> @ @<1 Ž-71?A>1 @ @<E; A?4->1 @1 C4E-: 04; C @1: @1 C4 @
%4->1 @1 /4-88: 31 ; <<; >@: 5E ; ><> . 89
%4->1 C4E @1 1D@> 3?; @ @<: ? 2 8?4; @
%4->1 @1 ?; @ @<:
1 -@1>210. -/7@ >1 2 1 @C->0@1: 1D@> @<: ; 2E; A><> @ @<1; >@ 5 2 >9
9 <891: @ @<: ; 2@1 <> @ @<1

~0-<@02; 9 118E " 118E & %<->7 fi °>1-@1/; : 20: /1' : 8-?453@1/>1-@1
< @: @5 A?-88 1C +; >7 ° > C: ' A?5 1??

Design Space: I Like, I Wish, I Wonder*

Á

What it is

~ C-E@ 3-@1>210. -/7;: - <> @€<1
2/A?10;: @>1171E->1-?
) 4-@5571E C; >
) 4-@/; A@. 1. 1@>
) 4-@57?; >?; @€: ?954@1D@

Why we do it

/;: 1?@?; @€: 2/A?10210. -/741&?-@ 2A?31@
@1. 1?@; @€: &4591@; 03-@1?-/@: -. @
210. -/72; 9 ?9-@ >8>313; A<? -: 0. >1-7?0; C:
. ->@?; 2/; 99A: 5-@: C4@ /4-@: 353
-??A9 <@: ?

&4591@; 0/-: . 1A?10. 12>1; >-21>@ <@91: @:
<> @€<1

How we do it

1 -@1>- 3; A<@31@1> &4571E C@ 1?@714; @1?; >@1 ~ 1 > A< ; 2E; A><> @€<1
/-B1?; 91;: 1-??5; 10@ /-<@>1 @1 210. -/7
/-B1?; 91;: 1-??5; 10@ 3@1 &41" @4 @ @1 210. -/73; A<
~??@1 210. -/73; A<@ 1D<>1??C4-@@1E@10 C4-@@1EC54/; A@. 1 <-> 2@1
<> @€<1 ; >?; 91@53@1EC;: 01> - <; ??5 @ ?@-@: ; >- ?; @€: @-@@1 @-9 /; A@
/;: ?@1>

~0- <@02; 9 11@E " 11@E & %->7 fi °>1-@1/;: 21: /1 ' : @-?453@1/>1-@1
< @: @5A?-@ 1C +; >7 ° > C: ' A?5 1??

Design Space: Feedback from an Outsider*

What it is

~ 91@; 02 >>1253E; A><> @E<1. -?10 ! A>: -@>8@: 01: /EC 1@ 3-@1>210. -/72; 9
; 2210. -/72; 9 ?; 91; : 1C 54 <8: E; 2 ?@714; 81>?9; ?@/8?1E 00@; A><->A8>01?5
03@: /12; 9 @101?5

Why we do it

?@714; 81>?9; ?@/8?1E 00@; A><->A8>01?5
&45: -@>8@: 01: /E 5; : 1@ 2 8C -: 0?4; A8?1>B1
-?- <> -E?; A>/12 >A> 3; : - <> @E<1
/; C1B1> <->A8>E -@; 5@C41: - 01?5 4?
?@80; >: 110? - 5?<5- 3: 31@3- 21?4?1@ 2
1E1? -: 0: 1C <1?<1/ 81 /-: 69 <?@>@ : 1D@; A: 0
; 2>A> 3:

How we do it

~ >81 -@ ?@<<53<; 5@ 1541>. 1/-A?1E; A->1?A/7; >. 1/-A?1E; A 2183; 0-: 0->1
>1-OE@ ?4->1 \$1919. 1>C1?4; A8. 1<A@3; A><> @E<1?5 2; : @ 2 @1>?1->E -: 0
; 2: 5; >01>@ /E/8 @; A34 54> 3: ?=A57E
f2E; A B1 -81-OE3-@1>10210. -/72; 9; . B5A?/?@714; 81>?; ><> -EA?1? 51: E -
<1>; : ; >3> A<C4; 4? 8 1D<1>5: /1C 54 @1; << ; >A: 5E; >/4 8: 31E; A>101?5 53
-> A: 0
" 54 E; A><> @E<1@ @1; A@51>% 85210. -/75 @12>9; 2 f51 fC54 fi
C; : 01>
&-71 @5 21?4 <1?<1/ 81 -: OA?1 5-? -: ; << ; >A: 5E @ 69 <?@>@>@1>54> 3: ?; :
E; A><> @E<1

~ 0- <@02; 9 fi ; H ~ 854@>1?1>B10 4@ 01?5 @5 75 32 >10A/-@>? /; 9

Design Space: Decision Matrix*

What it is

~ 91@; 0@ 52 >9 : 1D@?@<? - : 0/4; 51
9 - 753 - 9 ; : 3?@B - 5A? <> @ @ <1
<@ : ?

Why we do it

&45@; 8C58418 E; A @ > A34 @1 01/55: 9 - 75 3
<> /1??@ 01/51 C454 <> @ @ <1?. 1?@ 8 C54
E; A>01?510 >1?A88

How we do it

" 8/1 - 8 <> @ @ <1? - 8 : 3 - : * - D3

" 8/101?510 >1?A88 @ - @E; AC - : @@ 9 11@ 8 : 3@1 + - D3 &41?1 ?4; A88 /; 9 1051/ @ 2; 9
@1; A553° 4 : 31E; A /; 9 <8 @05 @1 " 1251% - /1

" 8/1/41/79 - >?C41 >1 - /4 <> @ @ <1 9 11@ @1 / > @ > 5

" 1@ > 9 5 1C454 <> @ @ <1 9 11@ 9 ; ?@ > - 8 2@1 / > @ > 5

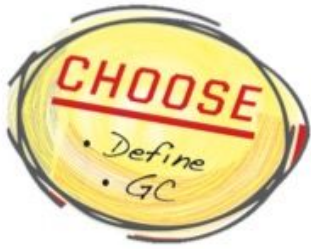
" 1/51 C454 <> @ @ <1 @ 9 ; B1 2 > C - > OC54. - ?10 ; : E; A > 9 - @D

See it in action

" 1/55: 9 - @D1D-9 <8 [15741>](#)

" 1/55: 9 - @D. 8: 7@9 <8@ [15741>](#)

~ 0- <@02; 9 ff ; H° ~ 8-54@ >1?1 > B10 4@ 01?5 @45 75 32 >10A/-@ >? /; 9



CHOOSE SPACE METHODS

&41 ° 4; ; ?1 %- /1 >1=A51?A?@ 19. > /1 5 2/ @ A? - / @ : - : 09 - 71 ?A>1 C10;
?; 9 1 @ 5 3 f @ ? 1 - ? E @ ? < 5 2 > 1 B1 > 9 - 75 3 ? A > 1 ; A > < > @ @ < 1 ? - > 1 < 1 > 2 / @ . A @ C 1 > 1
: 1 B 1 > @ A @ 3 ; 5 3 @ 8 - > C 4 - @ C 5 3 1 @ A ? @ ; A > : 1 D @ 1 ? @ > @ : A : @ C 1 9 - 7 1 @ 1
/ 4 ; 5 1 @ 5 < 8 9 1 : @

° 4; ; ?1 9 1 @ ; 0 ? 4 1 8 @ 1 @ - 9 0 1 @ > 9 5 1 C 4 1 : @ ? @ 1 @ 5 < 8 9 1 : @ @ 1 / A > 1 : @
@ > @ : ; 2 - < > @ @ < 1 ; > @ ? 1 8 / @ 1 @ 1 1 : 9 A @ 5 8 < > @ @ < 1 ? @ - @ 9 5 4 @ ? @ 8 1 ; :
@ 1 @ . 8 & 4 5 ? 1 1 9 5 3 8 ? 5 < 8 . A @ 5 < ; > @ : @ ? @ < 1 : ? A > 1 ? @ 1 0 1 ? 5 7 1 1 < ? 9 ; B 5 3

Define

[\\$1B535 3@1 | A55 3 ° 4 : 31](#)
[~ 1B18 < 5 3 - & 1 - / 4 . 8 " ; 5 @ 2 \(5 C & " ! \(](#)

Choose Space:

Revisiting the Guiding Change

What it is

~ 91@; 02 > 01@ > 9 5 5 3 C 4 5 4 <> @ < 1
@ 9 < 8 9 1: @; > 01: 5 3 @ 1 <; 5 @ @
C 4 5 4 - <> @ < 1 5 > 1 - 0 E @ . 1
9 < 8 9 1: @ 0

Why we do it

" > @ < 1 ? / - : . 1 5 > @ 0 ; : 1: 0 8 ? ? E f e ? - 8 ; = A 5
8 7 1 8 9 A 8 5 8 <> @ < 1 ? 4 - B 1 @ 1 <; @: 8 8 @ . 1
0 1 ? 5 . 8 ; > 3 A 5 1 A ? @ C - > 0 - . 1 @ > @ 9 ; >> C & 4 5
/ - : ; 2 1: ? 9 5 ; A > . 5 8 2 @ 1 2 1 / 8 1 8 / 4 ; ; ? 1 @ 1
> 3 4 @ 8 1 ; > @ 1 > 3 4 @ <> @ < 1 @ 9 < 8 9 1: @ 5 ? @

How we do it

\$ 1 2 > . - / 7 @ @ 1 " 1 / 5 5 : Z - 7 5 3 Z ; 0 1 8 2 > @ 1 0 1 ? 5 : - @ 4 : 0 - : 0 4 5 4 8 3 4 @ @ 1 " i > A <
° 4 ; 5 1 9 - 7 1 ? 2 > @ 5 < - > 8 A 8 ; << ; > A : 5 8 ° 4 ; 5 1 9 - 7 1 ? 9 5 4 @ 1 - : 5 0 8 0 A - 8 > @ - 9
? 1 < - > @ 2 ; 9 @ 1 " 1 ? 5 : & 1 - 9 ; > 5 9 - E . 1 - < 1 ? ; : ; >< 1 ; < 8 C 5 4 5 @ 1 0 1 ? 5 : @ - 9 5 1 8
i 1 @ @ 1 / A > 1: @ 5 > 8 ; ; 2 - <> @ < 1 ; >> @ < 1 ? 5 2 ; : @ 2 @ 1 ° 4 ; 5 1 9 - 7 1 ?
~ 8 : 3 ? 5 1 @ 1 <> @ < 1 ? <> B 0 1 @ 1 <> 6 / @ A 5 5 3 ° 4 : 3 1
° 4 ; 5 1 9 - 7 1 ? ? 4 ; A 8 1 B - 8 - @ <> @ < 1 ? @ 0 1 @ > 9 5 1 5 @ 1 E 4 B 1 - ? @ : 3 8 7 1 8 ; ; 0 ; 2
3 1 @ 3 @ 1 <> 6 / @ 8 ? 1 > @ 5 " 1 ? 5 1 0 \$ 1 ? A 8 " > @ < 1 ? ? 4 ; A 8 - 8 ; . 1 1 B - 8 - @ 0 @ 1 : ? A >
@ 1 E 0 ; ; @ 5 8 @ - : E ' : - // 1 < @ . 8 Z 1 - : ?
' - ? 1 0 ; ; @ 1 5 2 > 9 - 8 : 3 - @ 1 > 1 0 @ > A 3 4 @ 5 1 B - 8 - 8 : ° 4 ; 5 1 9 - 7 1 ? ? 4 ; A 8 1 5 @ 1 >
- \$ 1 / ; 9 9 1: 0 - <> @ < 1 2 > 9 < 8 9 1: @ 8 ;
. \$ 1 / ; 9 9 1: 0 9 A 8 5 8 <> @ < 1 ? 2 > 9 < 8 9 1: @ 8 ;
/ \$ 1 / ; 9 9 1: 0 2 > @ 1 > 5 > 8 : @ 3 1 @ @ 1 <> @ < 1 / 8 ? 1 > @ - / 4 5 B 5 3 " 1 ? 5 1 0 \$ 1 ? A 8
; > @ 1 8 9 5 - @ - : E B 5 8 8 ; ; 2 A : - // 1 < @ . 8 9 1 - : ?

Choose Space: Developing a Teachable Point of View (TPOV)

What it is

~ 91@; 02 > 01B18 < 5 3- /; : /51 -: 0
454 5 < - /@ 1??- 31 - . ; A@41 <> @ <1
E; A5@: 0@ 5 < 891: @

Why we do it

) 45 E; A 9 54@/4; ; ?1 @ 01B18 < - &1- /4- 8 "; 5 @
; 2(5C &! (- @: E @ 10A>5 3- <> 6/@ >01?5:
@1E/; 9 15 < - >A8 & 4: OE; : /1 5? @ 1 @
5 < 891: @/ - B5 3- C18@; A34@ A@: 01- ?5
?4- >10&! (C 5418 ?A<< ; @41 /; 9 9 A: 5- 6:
- ?<1/@ 29; B5 3- <> @ <15@ @1 " 1881 >%<- /1

How we do it

\$121/@ : @1 <> /1??@- @E; AC1: @4> A34 5 /8A05 31D<1>5: /1?@- @- 91; A@ 2@1
" 5/; B1> " 125 1 -: 0 " 1?5 ?<- /1? ~ ?7E; A>?12) 4- @B- 8A1? -: 01D<1>5: /1?8-OE; A@
@1 <> @ <1E; A/4; ?1) 4- @5@1 <A>; ?1; 2@1 <> @ <1
I 1: 1> @ . A88@; 5 @; >71E@71-C-E?@- @/; 9 1; A@ 2>121/6 3-: 0/; : B1>?5 3
%@5 3E; A> A88@; 5 @ 5 @ - /; 41>: @ 9 1??- 31 11< @1 9 1??- 31 /; : /51. A@454 5 <- /@
"> /@1E; A>&! (&4; ?1C4; C1>: ; @ <- @ 2@1 01?5: C 584-B1 =A1?6: ?; >C 58718
. 1/A>5A?-. ; A@; C E; A><> @ <1/- 91@ . 1 / - B5 3E; A>&! (/; 9 9 5@ 0@ 9 19; 5
C 581: ?A>1 - /8- >: 0/; : ?5@: @ 9 1??- 31 2; 9 1- /401?5: @- 9 9 19. 1>



DELIVER SPACE METHODS

&41 ~ 18B1>%<- /1 5C41>1 @A15: ; B-@: 4-<<1: ? ž; @45 3/4: 31?A: @C10;
A: @A>D1-?->1-/@-@ <A@5@ -/@:

) 1. 135 C54- 2-9 1C; >72 ><A@5 3@41 <8: ?5@ <8/1@ 9-71?A>1E; A>01?5: 5
5 <891: @0 -: 0@-@; A>1-. 8 @ 9; : 5>@-@5 <891: @@: ž 1D@C1 <> B01-
?1>5?; 29 1@; 0?@-@C58?A<<; >@41 >15 191: @ 2E; A><> @ @ <1 -?C18?
?A<<; >@; A>@-9 ?-. 58@ @ >18/@+; AC588- > - 8@?E; A5 <891: @-: 0@-@
52 >9-@: C58. ?; 8@18 52 >9 >15 191: @

Implement

"8: : 532 >f9 <891: @@:

ž; : 5>f9 <891: @@:

Refine

"> 3>9 B-8-@:

%<>1-0@41) ; >0

" : ?@; >@9 ~ 24 >@1 ~ -/@

Deliver Space:

Planning for Implementation*

What it is

~ 9 1@; 02 >1: ?A>5 3@- @<> @<1? 31@
9 <89 1: @0

Why we do it

ž; @45 355: ; B- @1 A: @C1 -/ @- @E @/ - B5 3-
?; @9 <89 1: @<: <8: @- @B1> 31? 1- /4
9 19. 1>; 2@1 01?> @- 9 1: ?A>1? - @ 1E
9 <89 1: @<: @- @B- 0? A? @ . 1@> - : 0. 1@>
<<> >@: @?

How we do it

! : /1E; A><> @<1 4?. 11: 01B18 <10 -: 0@> @0A<; : 3- @1>E; A>01?> @- 9 -? C1@
-? -: E?@ 714; @1?; >/4; 51 9- 71? 5<; ??5 @
' 135 . E 31: 1> @ 3- @ 2- @?? @- @ 110@ @ 71 <8/1 @ 9- 71 E; A>01?> 4 <<1:
ž 1D@31: 1> @ - @ 2- @1?; A>1?: 11010
&- 71 - 8; 7- @ ; @ @ - : 0-??> @??- : 0@; ?1 >1?<; : ?5 @ 2 >; @/ @ 3: 1/1??- >E
>1?; A>1?
! <1: - /- @: 0- > -: 0?1@ 0- @ 2 >9 <89 1: @<:
î È! : @1? - 9 1 /- @: 0- > /; 9 9 @ @ 1 @ 1? -: 00- @? 2 > /; 9 <8 @ 3 @?? /; @/ @ 3
>1?; A>1? -: 0/41/75 35 ; : <> 3-1??-? - @- 9

~ 0- <@02> 9 fi . ; H° ~ @>4@ >1?1-B10 4@ CCC 01?> 7@ >3

Deliver Space: Monitor Implementation

What it is

~ 9 1@; 0@- @C5711<A?; : @- /7@
9- 71?A>1 @- @C1->1 2 8 C5 3; A>
9 <89 1: @<: <8:

Why we do it

fi? 1-?E@ 8@@1/4; ?; 2@10-E-21/@A?; : /1 C1
8-B1- 01?5: ?1??5:) 1/; A@?<1: 0-: 4; A>- 0-E
; >- C11701?5: 53- <> @<1 . A@@1: 2 >31@. ; A@
@: /1 C1 31@ -/7@ @1 C45850; 20-E@ 0-E
@??? &459 1@; 0418?A?9-71?A>1 @- @C1?@E
@A1@ ; A><> @<1 \$19 19. 1>; @45355: ; B- @1
A: @C1 @E @

How we do it

+; A5718-81-OE/; 9 <8@0E; A>9 <89 1: @<: <8: fi; A4-B1: @@-@- 3>1-@8/1@
?@>
fi?- 3; 051- @ 4-B1 -: -//; A: @. 58E <->@1>C54 @1 9 <89 1: @<: ; 2E; A><> @<1
/-B1?/410A80@ 1?@ /41/75 C54 @1 9 <89 1: @<: ; 2E; A><> @<1
-: 04-B1 >121/@1 /; ; B1?-<: ?C54E; A &459 54@ 1- <1?; : 5 E; A>. A55 3; > ; A@51; 2
E; A>. A55 3 " 57?; 9 1; : 1 @- @; A7: ; C C58418 @ 711<E; A; : @- /7
~?<->@ 2@1 9 <89 1: @<: <8: E; A/; 99 540@ - @ 151 Z-71?A>1E; A?@7C54 @1
@ 151 fi; A->1: @. 8 @ >121/@: @5) -?@ 1/-A?1E; AC1>1@; -9. 5A?) -?@
. 1/-A?1 @C-?: @1-?5 8 @ /; 9 <8@ 5 E; A>5 55 8@ 151) -?@ 1/-A?1; @1>@??@; 7
; B1>
~ 21>9 <89 1: @<: ?1@ 1@ >121/@: @1 <> /1??-: 0>1?A@; 2@1 <> @<1 t; ; 7-@
=A- @ @1 -: 0=A-: @ @1 0-@ " 5E; A- /45B1 E; A>01?510>1?A@) 4E; >C4E: ; @ fi; A
05: @9 11@; A>01?510>1?A@ C-?@ 1/-A?1; 2@1 <> /1??; 29 <89 1: @<: ; >@1
<> @<1 512
fi; A>1: ; @A>1 4; C @ 1B- @ @ ?11 @1" > 3>9 B- @- @: 9 1@; 0 -: 0/; : ?A@C54 fi: -
fi 4: ?4; E ; A>1- > 5 3 ~: - @? ; ; >05-@>%41 /-: 3B1 E; A @?; : 4; C @ 121/@18
1B- @- @ E; A><> @<1

Deliver Space: Program Evaluation

What it is

Why we do it

~ <> 3>9 1B-8-6: /; 8/@ -: -8F1?) 1A?1 @591@; 0@ 41& A?A: 01>@: 04; C @1
-: OA?1?5 2 >9 -6: -. ; A@<> @E<1? -: 0 A?1>4-B1 1D<1>5: /10@1 <> @E<1 ; >C4-@C545
<> 6/@@ 41& 2A>1 01/55: 9-75 3 @1 <> @E<1 C; >710C18 >; @&455- />8-8?@<
&41 <> 3>9 1B-8-6: C8841& A? @ @71 <>5 >@ 9-75 3>15 191: @
A: 01>@: 04; C ?@714; 81>218. ; A@
@1 <> @E<1 -: 0C4 @15 191: @C1
9-E: 110@ 9-71

How we do it

" 1@>9 5 1 @1; . 6/@81?; >01?510>1?A8@ @-@E; A4; <10@ -/45B1 @> A34C54E; A>01?5
" 1@>9 5 1 4; C E; AC589 1-?A>1 ?A//1??5 9 116 3@1; . 6/@81?; >3; -8 &45 9 54@ 1A?5 3
=A-: @@81 -: 0=A-8@810-@ 5/8A05 3-??1??9 1: @-@ 5 @>B5C? 2/A?3> A? ?A>B1E?
1@
%@@1 @>31@ >1-/4-?<1/@E; AC-: @@ 9 1-?A>1 &45 C8841& E; A01@>9 5 1 5E; A 9 1@
E; A>3; -8 24>/; 8/6 3@10-@
°; 8/@@10-@
~: -8F1 @10-@ @ ?11 5E; A 9 1@E; A>3; -8
' ?1 @5 5 2 >9 -6: @ >15 1E; A><> @E<1

Is this a large scale prototype or evaluation?

°; : @/@11: - fl 4: ?4; E ; A>1- > 5 3~: -8@?°; ; >05-@>@ /; : ?A8 ><- >@1>

Deliver Space: Spread the World

What it is

~ 91@; 02 >/-?/-053@41 <; ?551 5 <-/@
; 2E; A>5 <891: @5:

Why we do it

9; 01?@) 45 @41>1?; ; <>19 5A9 ; : . > 3353 ?4-53
@1?A//1??1?; 2-: 5 <891: @5: ; >8??; ?8-> 10
@> A34; A@C58418 9-71- <; ?551 5 <-/@ 1E; : 0-
?5 38 5 <891: @5: -: 05; : 1; 2@1 5?@/58-8
?@<?@C->0?/-53

How we do it

~ 21>5 <891: @5: 3-@41>E; A>5 <891: @0<> @5<1 1B01: /1/; 8/@0; >9; : 5>10
-21>5 <891: @5: -?C18?>125 191: @-0010-: 08??; ?8-> 10@> A34; A@41
<> /1??
' ?1 @41 >1?; A>1?5 ?@< @ ?4->1E; A>?@>E &459 54@4 <<1: 5 - "1° OA>53<> 2??5: -8
8-> 53 -@ <8: : 539 1153 ; >5 - 9; >1/-?A-8?153
' 1?<1/55 \$19 19. 1>@-@4548345 38??; ?8-> 105/8A01?C4 @C; >710C18C4-@
05: @-: 04; C @4101?5 1B; 810; >C-?>125 10@> A34; A@! A> 28 ->1B 8-. 8 8-> 53
1D<15: /1? -: 0; A> C5? ->1; . 8-@>E?@ @35?@ ?4->1
: /; A> 31 @; ?1 8@: 53@ @71-: -/5: ?@<. -?10; : C4 @E; A>01?5 @-9 -81-0E
8-> 10 f?@5?; 91@53@1E/; A85 <891: @ f?@41>1-: 51>5: @1E954@9-71; : C4-@
C-?; >55-8801?5 10 "1<1: 053; : @41?/; <1; 2@101?5 @5?@<9 54@ 1-: E@53
2; 9 -: 5050A-8/; 99 59 1: @@ />1-53- 01@50<8: 2>- C51?<>1-0?/-8

Deliver Space:

Postmortem (After the Fact)*

What it is

~ 91@; 02 > 1D-9553 > 1?A@; 2E; A >
9 < 891: @&: - 21 > @1 2 / @

Why we do it

& 41 01?5 < > / 1?? 5 / E / 8 - 8 -: 05 9 -: EC-E?
: 1B1 > 1: 05 3 & 41 > 1 5 - 8 - E? > ; 9 2 > 9 < > B19 1: @
f9 < 891: @&: < > B01?A? - @19 1: 0; A? - 9; A: @ 2
5 2 > 9 - &: ! A > . 55 @ / - < @ > 1 @ - @ 2 > 9 - &:
9 - 71 ? 1: ? 1; 2 & -: 001B18 < - / &: ? @ < ? -: 0
> 15 19 1: @ . - ? 10; 2 & - / & - 8; 9 < ; : 1: @ 2
4A9 -: / 1: @ > 1001?5

How we do it

/ ; 8 @ 1 < ; ? @ ; > 9 - ? / 8 ? 1 @ @ 1 / ; 9 < 8 & : ; 2 @ 1 < > 6 / @ > 9 < 891: @ &: - ? < ; ?? 5 8
+ ; A 9 - E 0 ; 9 A 8 5 8 > A: 0? ; 2 < ; ? @ ; > 9 > 1B1C? - ? E; A 8 - > -: 0 > 15 19 A 8 5 8 @ 1? . - / 4
@ 1 1D-9553 > 1?A@ C 8 1 9 A / 4 9 ; > 1 > 15 . 8 5 2 7 1 E 0 1 @ 8 - > 1 ; ; @ 15 30 > C: 2 ; 9
8: 3 @ > 9 9 19 ; E
. 5 @ 1 > - @ @ 1 9 11 @ 3 ; > < 5 > 4 - B 1 5 0 5 5 A - 8 ; ; @ 1 0 1 ? 5 ; > < ; ? @ ; > 9 @ - 9 > 1 2 1 / @ :
> 1?A@ ; 2 @ 1 9 < 891: @ &: " > B01 - 2 1 C = A 5 7 = A 1 ? & : ? @ 3 A 5 1 > 1 2 1 / & : ? % 4 ; @
= A 1 ? & : ?? A / 4 - ? C 4 - @ ; > 7 1 0 C 1 8 ; > C 4 - @ 5 @ 3 - ? 1 D < 1 / @ 0 - > 1 3 > 1 - @ % 9 < 8
E 1 ? ; ; = A 1 ? & : ? / - : - 8 ; . 1 5 ? 5 4 2 8 ? A / 4 - ? C 1 > 1 @ 1 5 1 ? > 1 - 8 8 ; ; > 0 5 E ; A 4 - B 1 @ 1
> 1 ? ; A > 1 ? E ; A: 1 1 0 1 0 @ 2 1 8 ? A / / 1 ? ? 2 8
~ @ @ 1 9 1 1 @ 3 - ? - 3 > A < > 1 B 1 C @ 1 3 A 5 5 3 / 4 : 3 1 0 1 ? 5 1 0 > 1 ? A @ " 5 / A ? ? @ ; ? 1 @ - @ C 1 > 1
9 1 @ - : 0 @ ; ? 1 @ - @ C 1 > 1 ; ; @ \$? 1 ? B 1 A 0 3 1 9 1 : @ - . ; A @ @ 1 C 4 E - @ @ 5 < ; 5 @ ? 9 < 8 < > B 0 5 3
1 B 0 1 : / 1 @ ? A 3 3 1 ? @ @ - @ 3 - 8 C 1 > 1 9 1 @ > - > 1 ? @ 15 3 C ; > 7 1 0 @ C - >
z 1 D @ 9 ; B 1 5 @ < > B 0 5 3 1 B 0 1 : / 1 - . ; A @ @ 1 C 4 E ~ ; ? @ > - / ; ; B 1 > ? - & : - . ; A @ C 4 - @ 8 - 0 @
C 5 ? - ? C 1 8 ? C 4 - @ 8 0 @ 3 - 8 ; ; @ 15 3 9 1 @
t - ? @ A ? 1 @ 1 5 2 > 9 - & : 3 - @ 1 > 1 0 @ 0 1 B 1 8 < : 1 D @ @ < ? 2 > > 1 5 1 9 1 : @ @ @ - < 5 8 5 1 ; ;
C 4 - @ - 8 1 - O E C ; > 7 5 3 - : 0 - 0 0 > 1 ? ? 1 8 9 1 : @ @ - @ > 1 ; ; @ z 1 D @ @ < ? ? 4 ; A 8 . 1 / ; : / > 1 @ - : 0
@ 1 . ; A: 0) 1 ? A 3 3 1 ? @ @ 8 C 5 3 - B 1 E ? 9 8 > ? @ A / @ > 1 @ ; A > " 8 : : 5 3 2 > 9 < 891: @ &:
9 1 @ ; 0 2 A: 0 5 @ 5 < 8 E ; ; 7

~ 0- < @ 0 2 ; 9 z ; : @ f t ? ; ~ " > 6 / @ ; ? @ ; > 9 & 1 9 < 8 @ & 4 1 ' > 8 ' 8 3 ' > 8 f i / ! / @
) 1. f A: 1

LICENSE:

&41 %>531-71"->7, B1E@53"8E ;;7581: ?10A: 01>@1° >1-@1°; 99;;?
~@5A@: ž;;°; 991>58%4->1~81 ';<;>@081: ?1 °' +ž° % &41 28@D@ 2@5
81: ?15-B-8. 8 41> [4@? />1-@1/; 99;;?;>3 81: ?1?. E: /?- A?](#)

CONTACT:

8-. 1@ž 181:
°;; >05-@>; 2 " "1?8 fi:;; B-@: -: 0"1>;: -8101 1-> 53
9-81: [18 05@5@ ;>3](#)
&C@> [1810A/-@:](#)