STRATEGY + DESIGN
A programmatic strategy investigation

ETHNOGRAPHY

GUIDING STAR

NEAR STAR

ACTIVITY

OPPORTUNITIES

ORGANIZATION

EXPERIMENTS
YOUR DESIGN EXPEDITION DIRECTIVE

Change of Theory

Reflects your Near Star (or part of it)

The Challenge/Goal of the Work

Create ways to __________.

We really need to figure out __________.

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

Questions/Unknowns

Reflects assumptions/leaps existing in your strategic logic

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 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.

What is your design expedition directive?
**Ultimate Goal**
Articulate and visualize a desired new future state. (Imagine a city/community where...)
Provide specific changes and the desired ultimate impact.

**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.

**Intervention/Solution**
What will you do and produce?
What programs/service/products will you create and implement?

**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.)

**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.’

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<th>What's wrong with the world the way it is?</th>
<th>Why is this a problem? (Why should we care?)</th>
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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.

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**Describe who is affected.**

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

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<th>GROUP</th>
<th>DEFINE BY GEOGRAPHY</th>
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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.

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

*(e.g. Never has been to performing arts show)*

*(e.g. Regularly attends performing arts)*

Then select where within each range you will start to focus your efforts. Why?
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 ...
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

Within this Near Star: