

# GETTING STARTED



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Alternatively, you can click on the activity name (top left, next to MIRO logo) and select DUPLICATE

## ACTIVITY SNAPSHOT

<b>Activity</b>	<b>Define opportunities from research which deliver project outcomes for customers</b>
<b>Why use this?</b>	This activity bridges research and building solutions. It's a way to move from <a href="#">divergent to convergent</a> thinking and working in the early phases of delivery.
<b>Time</b>	<b>1+ days</b> This workshop involves effort but is designed to solve a critical moment in service delivery and can save time and build support for your work.
<b>Casting</b>	<b>Project team and decision-makers</b>  Ideally you want the Service or Product owner, all key subject matter experts related to the problem and project space, if possible the sponsor / decision maker.  The most important thing is to have the right people present for the work - as key decisions are being made, and alignment and buy-in is critical.
<b>Tool</b>	<b>Miro</b>  To use Miro, you'll need computers for all participants and video conferencing (e.g. Teams) if running remotely.

## ACTIVITY GUIDE

<b>Overview</b>	Picking a direction to take is possibly the most challenging point of any project. This activity uses evidence and co-design to efficiently align all team members and stakeholders on what an opportunity (and possible solution) might look like.
<b>What it's for</b>	Move from <a href="#">divergent to convergent</a> thinking and working in the early phases of delivery, and updating the direction of a project when new evidence emerges.
<b>What you'll get</b>	A succinct package that wraps up everything you'll need to justify and align on an approach to delivering your project outcome.
<b>When to do it</b>	At the end of the Discovery phase or when you are wanting to transition from research to build phases.
<b>How it works</b>	<b>Before you start</b> <ul style="list-style-type: none"><li>• Complete your research into the problem space</li><li>• Synthesise research and identify your key findings and <a href="#">insights</a></li><li>• Build out a <a href="#">research wall</a></li></ul> <b>Step 1. Generate Opportunity statements</b> <b>Step 2. Build out Opportunities</b> <b>Step 3. Turning Opportunities into solutions</b>  <b>What's next</b>  Once you've completed this activity: <ul style="list-style-type: none"><li>• Share back your opportunities and evidence with stakeholder or the wider team using the <a href="#">Project update presentation</a></li><li>• Identify the best place to start using the <a href="#">Prioritise customer opportunities</a> activity, which then forms both a program plan for your team and a first opportunity to start designing.</li></ul>

# ACTIVITY SET UP



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## SET UP CHECKLIST

What to think about before commencing the activity:

- Invitations sent to participants
- Activity (and breaks) planned
- Tech checked
- Facilitator dry-run complete
- Links and access to all research materials shared with group

## MATERIALS



# STEP 1 (EXAMPLE)

## GENERATE OPPORTUNITY STATEMENTS

**Outcome:** A comprehensive set of evidence-based opportunities

**Time:** 90 mins

### INSTRUCTIONS

**Before you start:** Populate the PROJECT CONTEXT box with the project objectives, outcomes and the problem you set out to solve (This should all be in your research plan)

Ensure participants are familiar with the research outcomes, and have access to it during the activity.

1. As a group, review the project context and make sure everyone is clear and aligned on what it means.
2. Spend 10 minutes individually reflecting on the stories you heard during research that relate to your PROJECT CONTEXT.

On individual sticky notes, each write down a 1-line summary of 2-3 memorable stories from research in the EVIDENCE workspace.

If you have a (physical or online) [research wall](#) it can be as simple as copying insights over.

3. Take turns at telling one of the stories from your sticky note. If others have related story, they should share theirs now and cluster the sticky notes. If there are any relevant data-points or insights from your research, add them to the cluster on new sticky notes.

NOTE: If a single cluster becomes all-encompassing, review as a group and break into smaller, more focused clusters.

4. Once a cluster feels like it has all the relevant research included, spend 5 minutes individually generating an opportunity statement. It should be based on the cluster and the surrounding discussion, ideally following the structure:

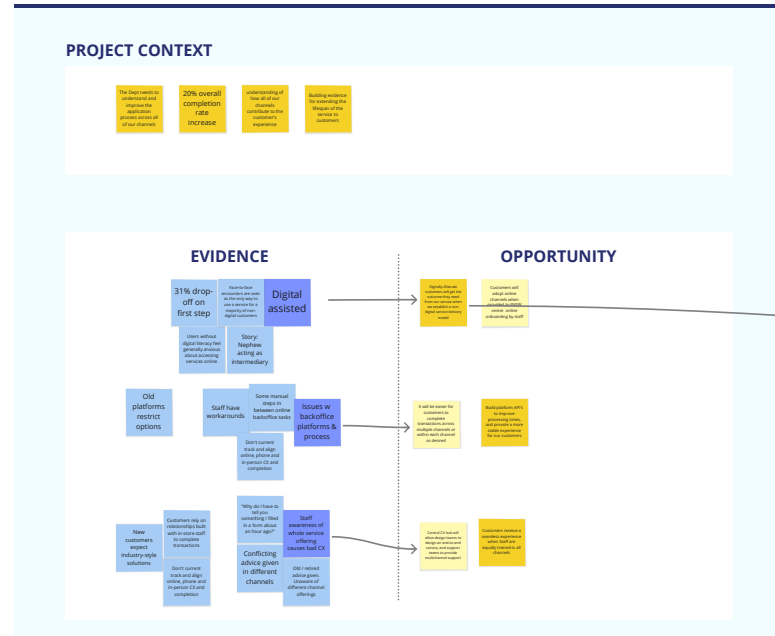
*The [user groups] will [outcome achieved] when [challenge overcome]*

5. As a group, review the OPPORTUNITY statements. Choose or combine the one (s) that best capture the opportunity.

Repeat parts 3-5 until all stories have been shared.

**You're done when:** You have a distinct opportunity for each cluster.

### WORKSPACE



"By leading with stories from research instead of jumping straight to opportunities, we ensure customers stay at the centre. When groups jump straight to the opportunity (or worse still, the solution), they tend to be focused on team member motivations, not customer needs."

Rich Brophy  
Department of Customer Service

# STEP 2 (EXAMPLE)

## BUILD OUT OPPORTUNITIES

**Outcome:** Detailed pictures of the opportunities and alignment as a team

**Time:** 45+ mins per opportunity

## INSTRUCTIONS

**Before you start** Copy across your Selected opportunities and any supporting evidence to the workspace. If you have more opportunities, just duplicate the OPPORTUNITY blocks.

1. Working in teams of 2 or more, review each opportunity and gather the following from your research:
  - EVIDENCE: Any data, learnings or insights from your research that relate to the opportunity
  - CUSTOMER GAINS - how users will benefit from this opportunity
  - ORGANISATIONAL GAINS: how the organisation will benefit from this opportunity
  - CUSTOMER PAINS - problems that this opportunity will solve for customers
  - ORGANISATIONAL PAINS - problems this opportunity will solve for the organisation

**The goal is to summarise everything relevant to the opportunity to be used to ideate possible solutions.**

This will likely take around 45-60 mins per opportunity. You can add any of these to multiple OPPORTUNITY blocks.

NOTE: The workspace can be a simple grid on a wall if working in a physical space.

2. When each of the opportunities is complete, review as a group, filling any gaps as you go.

For each opportunity, generate "How Might We...?" statements that will act as prompt to capitalise on the opportunity.

An easy structure to follow is:  
"How might we resolve [PAIN] so that we achieve [GAIN]?"

3. As a team, decide on most promising "How Might We...?" statements for each opportunity, and duplicate the OPPORTUNITY and "How might we...?" to the next workspace.

**You're done when:** The group feels that if the chosen "How might we...?" statements were all answered correctly, the project would be successful.

## WORKSPACE



**NOTE: DUPLICATE THIS WORKSPACE TEMPLATE FOR EACH OPPORTUNITY**

**"This is a critical time for building a deep shared understanding of your opportunities. Open the space for debate, iteration and whatever else you need to do to make sure these are genuine opportunities"**

# STEP 3 (EXAMPLE)

## TURNING OPPORTUNITIES INTO SOLUTIONS

**Outcome:** A range of opportunities and proposed solutions, ready for prioritisation

**Time:** 30+ mins per opportunity

### INSTRUCTIONS

**Before you start** Duplicate across your opportunities and "How might we...?" statements (Each "HMW...?" should have its own row).

1. Choose a HMW and generate potential solutions.

For the best result, run a separate ideation exercise (Our team prefers [Crazy 8s](#))

Add a shortlist of possible solutions to the workspace.

2. Repeat Part 1 for each "How might we...?"

3. Once you have shortlisted the possible solutions for each "How might we...?", review as a group and select a distinct PROPOSED SOLUTION for each one.

NOTE: If PROPOSED SOLUTIONS are the same or similar for different OPPORTUNITIES or "HMW...?", discuss as a group if they should be combined.

**You're done when:** You have distinct PROPOSED SOLUTIONS for each "How Might We...?" statement

### WORKSPACE

<b>OPPORTUNITY</b> People who have a mobile phone but don't use it for anything other than making calls and taking photos.	<b>HOW MIGHT WE...</b> Help people use their mobile phones for more than just calls and photos.	<b>POSSIBLE SOLUTION 1</b> [Illustration of a person using a mobile phone]	<b>POSSIBLE SOLUTION 2</b> Free packs including printed guidance and a number to phone. The staff member will know your situation due to the custom number called for support.	<b>POSSIBLE SOLUTION 3</b> Identify and organise community outreach for specific cohorts	<b>PROPOSED SOLUTION</b> Scripts for Online chat, phone and in-centre using 500 to track across single processes (if not completed in a single channel).
<b>OPPORTUNITY</b> People who have a mobile phone but don't use it for anything other than making calls and taking photos.	<b>HOW MIGHT WE...</b> Help people use their mobile phones for more than just calls and photos.	<b>POSSIBLE SOLUTION 1</b> Research and pilot "Big name" CX platforms to connect in-centre, phone and online datasets	<b>POSSIBLE SOLUTION 2</b> Headless data collection managed by team A, staff services as dedicated team B for product design	<b>POSSIBLE SOLUTION 3</b> [Illustration of a person using a mobile phone]	<b>PROPOSED SOLUTION</b> Create a mobile platform and tool for operational replacement. Build it. Research and design operational CX using 500 for reporting and support
<b>OPPORTUNITY</b>	<b>HOW MIGHT WE...</b>	<b>POSSIBLE SOLUTION 1</b>	<b>POSSIBLE SOLUTION 2</b>	<b>POSSIBLE SOLUTION 3</b>	<b>PROPOSED SOLUTION</b>
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# STEP 1

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### WORKSPACE

#### PROJECT CONTEXT

#### EVIDENCE

#### OPPORTUNITY

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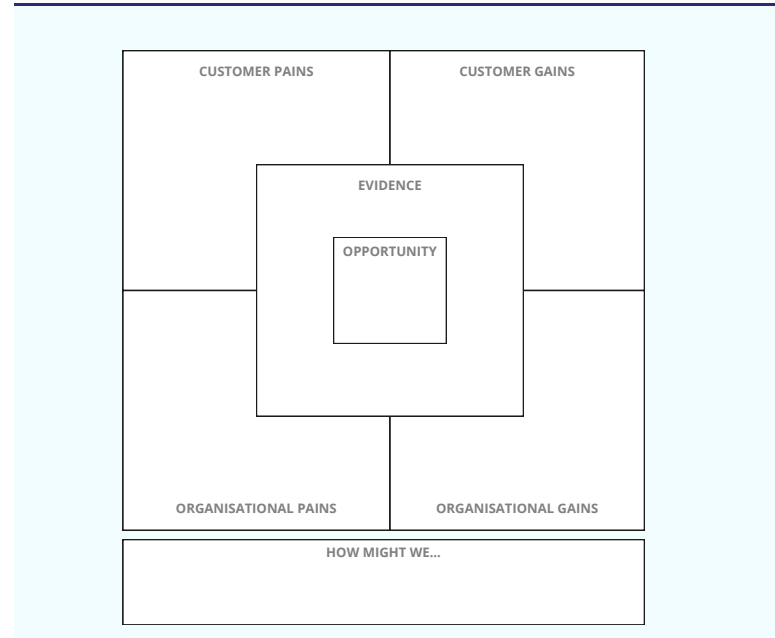
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Hamish Stead  
Department of Customer Service



# Next steps

## AFTER THE ACTIVITY

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Once you've completed this activity:

- Share back your opportunities and evidence with stakeholder or the wider team using the [Project update presentation](#)
- Identify the best place to start using the [Prioritise customer opportunities](#) activity, which then forms both a program plan for your team and a first opportunity to start designing.

## RESOURCES

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[Project update template](#)



[Prioritising customer opportunities](#)