A Guidebook for Workshop

with the Double Diamond Framework

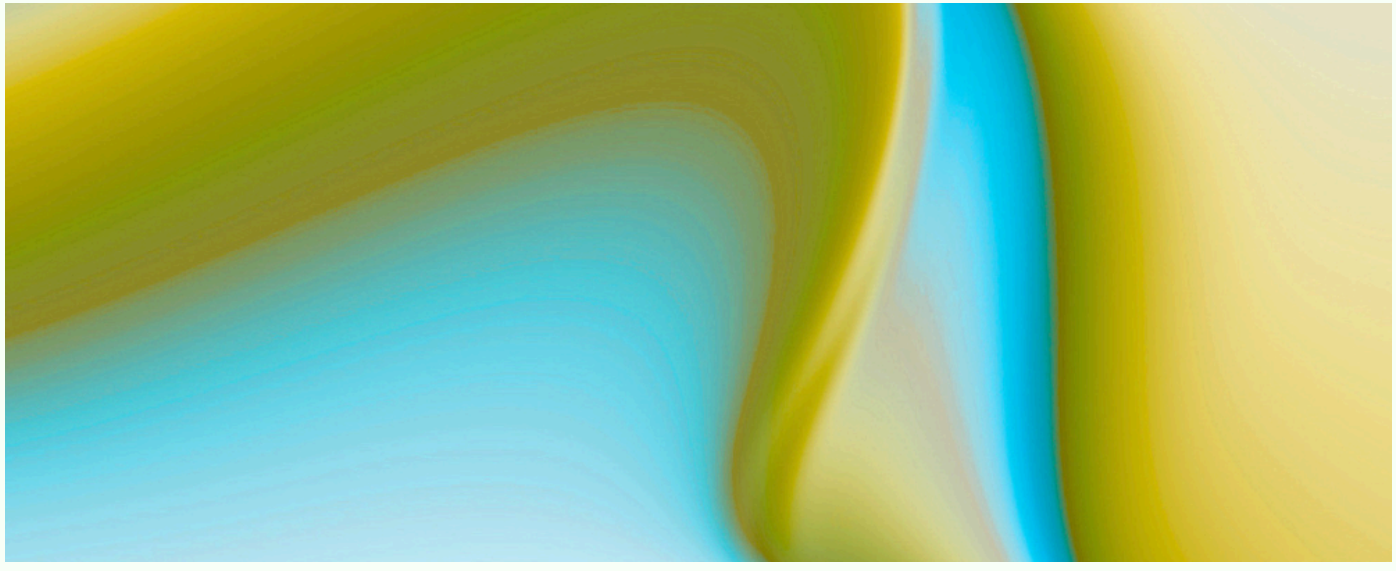


Table of Contents

Transition Living Lab 0.2
Project Overview

Transition Living Lab (TLL) 0.2 represents the second year of a collaborative student challenge, serving as a dynamic platform where design principles meet real-world social impact. This initiative is a joint effort between the Faculty of Art and Design Institut Teknologi Bandung (ITB), Just Transition Indonesia, and the London College of Communication University of the Arts London (UAL).

In Indonesia, TLL 0.2 functions as a practical laboratory, enabling Master of Design researchers and Just Transition Indonesia to co-create and implement workshops and activities. These efforts are specifically designed to empower young refugees, fostering their growth as changemakers within the community of Cisarua. In parallel, students from UAL are conducting a similar program with refugee communities in London, ensuring a broad and interconnected approach to addressing global challenges through design.

The framework used in TLL 0.2 is based on the Double Diamond method developed by the UK Design Council. This approach guides participants through four key stages: Discover, Define, Develop, and Deliver to ensure a human-centered and iterative design process. This guide incorporates methodologies and case studies developed and applied within the TLL 0.2 framework, demonstrating how design thinking can be mobilized to support inclusive community-driven transitions.

Organized by :

Responsible Persons
Meirina Triharini, Ph.D
Dr. Akino Midhany Tahir

Authors
Ahmad Hudya, S.Ds
Ayu Prestasia, M.Sc
Dustin Muhammad
Dzar Arif Maulana
Naviatul Ilma, S.Ds
Kartika Mega Widyawati, S.Ds

How to Use This Guide

This book is designed to help you plan and facilitate design workshops using the Double Diamond Framework, consisting of four phases: Discover, Define, Develop, and Deliver. You can follow the content in order or select parts that best suit your needs.

The main content is organized around the four phases of the Double Diamond. Each phase includes an overview that explains its focus, suggested activities to carry out during the workshop, and recommended tools and methods to support facilitation. These parts are intended to help participants move through the design process with clarity, from identifying the problem to developing and delivering solutions.

Before facilitating a session, it is recommended to read the Workshop Implementation and Facilitation section. This part helps you prepare the timeline, understand your responsibilities as a facilitator, and organize the essential materials you will need for a smooth and effective session.

At the end of the book, you will find the Essential Tools and Materials section. This detailed guide provides practical support for running workshops in different formats including remote, hybrid, and in-person settings. It also includes suggestions for managing time, creating a comfortable and inclusive space, and maintaining smooth session flow. A logistics checklist is provided to help you stay organized throughout the workshop.

You are encouraged to use this book flexibly. The content is not fixed, so you can adjust the activities based on your participants, revisit previous phases when needed, and select only the tools that best match your goals.

This book is meant to be a practical companion that supports you in guiding a creative, collaborative, and human-centered design experience.

What is the Double Diamond Framework?

The Double Diamond is a design framework developed by the Design Council in 2004 to visually and systematically explain the design process through phases of problem exploration (divergent thinking) and solution focus (convergent thinking). This framework is not intended as a rigid guide, but rather as a flexible tool that helps both design and non-design teams understand and engage in an iterative innovation process (Design Council, 2019).

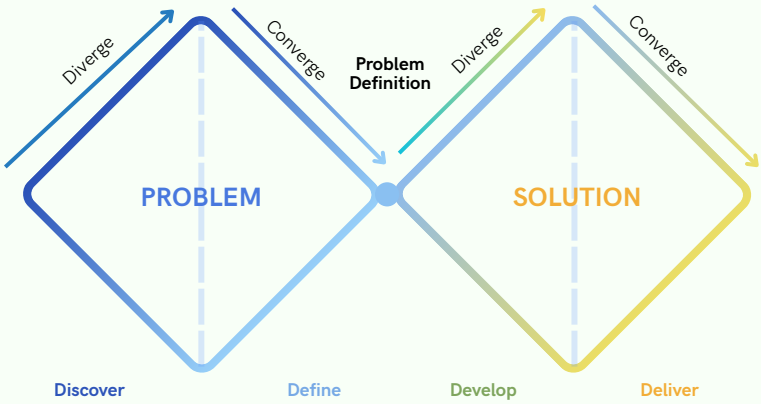


Figure 1. Double Diamond Framework

The Double Diamond framework consists of four interconnected phases:

Discover: The initial stage focuses on gaining a deep understanding of the problem through observation, early research, and engagement with those affected. It involves divergent thinking, welcoming a wide range of insights and possibilities.
Define: Insights from the Discover phase are synthesized to clearly articulate the core problem. This phase refines initial assumptions and reframes the challenge into a focused, actionable statement.
Develop: With a well-defined problem, this phase explores a variety of potential solutions through ideation, collaboration, and prototyping.
Deliver: Promising ideas are tested, refined, and evaluated to determine the most effective solution before wider implementation.

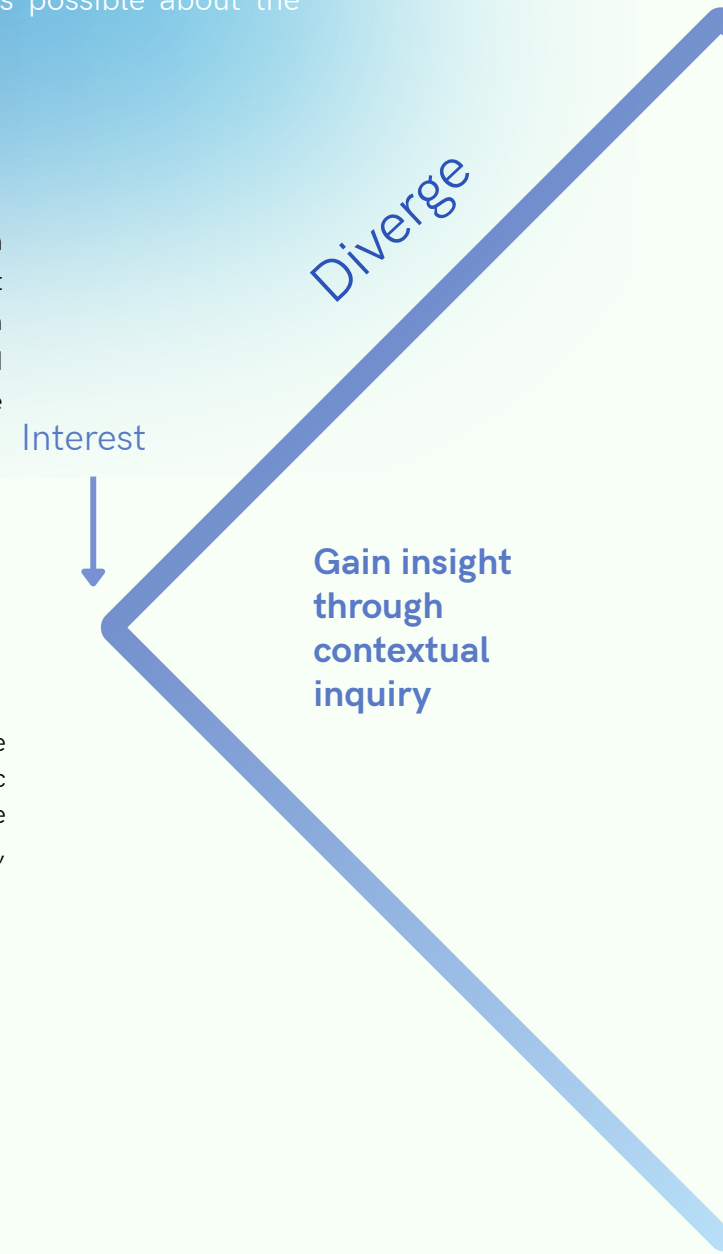
> It's important to note that the Double Diamond is **not a strictly linear process**. It is inherently iterative, allowing teams to revisit earlier phases as new insights emerge, supporting ongoing refinement throughout the design journey.

DISCOVER

The "Discover" stage is defined as the phase where a person tries to learn as much as possible about the topic being discussed.

DISCOVER

Discover is the phase where the design team seeks to "learn everything about the problem" or topic at hand. It is a pure exploration phase to understand the world from the perspective of the people we are trying to help.



The Purpose of Discover Phase

The primary goal of the Discover phase is to gain a deep and empathetic understanding of a problem before attempting to solve it. More specifically, the goals are to:

- Understand the Broad Context
- Understand Real Needs
- Build Empathy
- Avoid Assumptions

Discover phase according to council design

Based on sources from the Design Council and a broader understanding of design methodology, the meaning of the Discover phase goes far beyond mere "research." Discover is a foundational phase centered on empathy, where the main objective is to understand the problem landscape in a broad and in-depth manner from a human-centered perspective, rather than relying on internal assumptions.

This stage marks the beginning of the divergent thinking process. But why is Discover referred to as divergent thinking?

It is because, during this phase, the goal is to expand rather than narrow down. Designers are encouraged to explore widely—gathering insights, listening to diverse voices, observing behaviors, and questioning existing assumptions. Instead of jumping straight to solutions, the Discover phase opens up possibilities, uncovers hidden needs, and surfaces unexpected perspectives. It invites teams to think expansively and to embrace ambiguity, which is essential for building a strong foundation for the next stages of the design process.

DIVERGENT THINKING

It is referred to as a process of divergent thinking because the goal is to expand in all directions without boundaries like a burst of fireworks.

In divergent thinking, the core principle is to delay judgment. Every piece of information, idea, or discovery no matter how small, strange, or seemingly irrelevant is considered valuable and accepted. We do not filter or question, **"Is this relevant?"** or **"Is this a good idea?"**

The aim is to gather as much **"raw material"** as possible. The process of analysis and selection focusing on quality comes later in the convergent phase (Define).

This is the starting point of the divergent thinking process. Its core philosophy can be outlined as follows:

Delaying Solutions, Prioritizing Problems:
The most fundamental principle of the Discover phase is resisting the urge to jump straight into solutions. The Design Council emphasizes that teams must begin with understanding the problem not with assumptions. This represents a mindset shift from "I have a great idea" to "I need to understand what's truly happening."

Building Empathy, Not Just Gathering Data:
Discover is not a mechanical process of collecting data. It is a sincere effort to "walk in the users' shoes." The goal is to feel their frustrations, joys, and the context of their daily lives. The outcomes are not merely statistical data, but stories, motivations, and emotional needs often unspoken that emerge through immersive engagement.

Breadth Over Depth:
At this stage, the net is cast as wide as possible. The aim is to capture a wide range of perspectives and information. We don't just speak with the "ideal target user," but also with extreme users (those who rarely or intensely engage with the product), internal staff, industry experts, and other stakeholders affected by the problem. This helps ensure that no crucial perspective is overlooked.

Together, these principles make the Discover phase a rich, exploratory, and deeply human-centered foundation for the rest of the design process.

Generating Insights, Not Conclusions:
The output of the Discover phase is not a polished final report with definitive conclusions. Instead, it is a collection of "treasures" rich yet often messy: powerful interview quotes, storytelling photographs, observational data, and unexpected findings. These are raw materials that will be "cooked" and refined in the next phase (Define).

In essence, the Design Council positions Discover as a conscious act of humility an invitation to listen deeply and see the world with fresh eyes before daring to define any problem at all.

Get to know more about the discover phase

The core characteristic of the Discover phase lies in its use of divergent thinking, which opens up a wide space for exploration. Design teams are encouraged to investigate multiple facets of a problem without rushing into conclusions or assumptions. This approach allows teams to uncover insights that may not be immediately visible on the surface, resulting in a more holistic and in-depth understanding of the issue. The process involves various research methods, ranging from in-depth user interviews and natural-context behavioral observations to competitive analysis to understand the existing solution landscape.

In practice, the Discover phase relies on a range of data collection and analysis techniques. User research serves as the backbone of this process, where teams conduct structured interviews and surveys to gather primary data directly from users. Ethnographic studies are also employed to understand the cultural and contextual factors surrounding the problem, while journey mapping helps visualize the current user experience. In addition, desk research and competitive analysis provide a broader perspective on the market landscape and existing solutions.

The output generated from the Discover phase is diverse and rich in insights. Teams typically produce authentic user stories, comprehensive maps of the problem space, and structured research findings. These insights become the essential raw material for the next phase, Define, where the team narrows its focus to a specific problem to be addressed. Thus, Discover is not merely an information-gathering stage—it is a process of building empathy with users and developing a profound understanding of the context behind the problem.

The importance of the Discover phase in the overall design process cannot be overstated. It functions as a critical filter that prevents teams from solving the wrong problem or developing irrelevant solutions.

Through deep understanding early on, teams can identify innovation opportunities that might otherwise be missed if they jumped straight into solution development. In this way, the time and resources invested in the Discover phase yield significant returns in the form of more targeted and innovative solutions.

Discovery planning stage to form agents of change in the refugee environment through the transition living lab

The author designs a formula for applying the Double Diamond approach to foster change agents within refugee communities. This approach consists of several stages, with a primary focus on the Discover phase, tailored to the conditions of the participants and the available human resources.

In the subsequent section, the author presents the outcomes of the design, developed based on an analysis of the refugee environment. This design considers factors such as the specific needs of participants and the limitations of available resources to ensure a relevant and effective approach.

Discover Phase for Transition Living Lab 0.2 2025

OVERVIEW

The opening activity aims to create a comfortable, safe and collaborative atmosphere between participants. Its function is to relieve tension, build initial relationships. Apart from that, here the facilitator also explains the objectives of the activity and the output produced

CREATE THE COLLAGE

Collage Making: Participants are invited to create a collage that represents things they enjoy, future aspirations, and elements that represent their culture. This is a creative way to explore personal values and desires.

COMMUNITY SAFARY

Community Safari: This is a conscious walk and observation of the surrounding environment to identify pain points or opportunities. Participants are encouraged to use all their senses and document what they encounter.

MAPPING OBSERVATION

Mapping Observation Results: After conducting a safari, all findings (notes, photos, etc.) are mapped to find patterns, connect findings in the field with personal aspirations, and formulate interesting things to investigate further.

Creative Process

We carry out the creative process collectively by involving cross-institutional collaboration, including students from various stakeholders such as domestic and foreign campuses, as well as non-governmental organizations (NGOs). In this process, we collaborate specifically by utilizing the Miro platform as a co-creation medium. Through Miro, we collectively collect various ideas and concepts which are then used as the main tool at the discover stage in the design process.

Why we walk

"ways of walking" Vergunst & Ingold 2008 highlight that walking is not just a physical act, but a profound way of being-in-the-world — shaping how humans relate to nature, society, and themselves highlight that walking is not just a physical act, but a profound way of being-in-the-world — shaping how humans relate to nature, society, and themselves. Through walking, people think, observe, and learn about their surroundings as a creative process and express their rights.

Maximized senses

During the community safari, we use our inherit human senses (sight, smell, touch, taste, and hearing) as part of the tools for the research. especially for ethnographic studies, they are useful to gather data, experiences, perceptions, and interactions with people, products, and environment. example "What do you see here that you like? What do you not like?"

The process of deciding the method

Firsts thoughts, brainstorming, researching, and etc

Who Are We Researching?

- understanding who we are trying to have a session is critical as to which the first ever meeting we decide to have a research and gather data about the participants

This stage helped us build a well-rounded understanding of our participants' lives, beyond labels. Knowing who they are shaped what kind of methods would be most respectful, engaging, and insightful.

Setting Our Research Objective

Once we had a grasp on who, we asked: "What do we want to understand about them?"

Instead of only asking what they think, we aimed to find:

- Their feelings, especially unspoken ones
- Their relationship with space, community, and culture
- The emotional drivers behind everyday decisions

Brainstorming Possible Field Methods

During an internal workshop, we mapped out potential research approaches using criteria from Contextual Inquiry and Participatory Design:

- Captures emotions + values: to uncover hidden needs
- Allows observation in context to see real behavior, not just talk
- Encourages user participation to foster co-creation, not extraction
- Visual and spatial mapping to track real-world interactions and environments

Aligning with ethnographic

Method	What it captures	Why its effective
Collage making	Emotions, values, identity expression	Surfaces what users can't articulate verbally
Community safari	Real-world habits, social navigation	Embeds researchers is actual user environments
Mapping observation	Mental models, spatial logic	Reveals hidden patterns in user behavior and space

Collage Making

Collage Making is a visual and participatory research method where participants are invited to express thoughts, emotions, values, and personal experiences by assembling a collage from pre-existing materials such as magazine cutouts, photos, words, and textures.
Rather than asking users to explain their feelings directly (which can be difficult or limiting), collage allows for indirect, symbolic, and intuitive expression — tapping into their unspoken or subconscious thoughts.
It is widely used in empathic design, visual anthropology, and projective psychological research.

Uncover tacit knowledge	**Emotional associations**	**Creative self-expression**	**Themes, metaphors, and cultural symbols**
things participants feel but may struggle to verbalize	beliefs, and attitudes	in a non-threatening, open-ended way	that inform user behavior

Tools we use

Old magazines, newspapers, brochures, scissors, glue stick, markers, pen, highlighter, sticky note, A4 blank paper,

Don’t forget to guide the participant with Prompt for Collage-Making

Community Safari

an immersive, observational research method rooted in ethnography and mobile methods, where researchers (and sometimes participants) move through a real-world community environment — such as a neighborhood, school area, gaming hub, or public space — to observe, document, and understand how people behave, interact, and inhabit space in everyday life.

The term "safari" reflects the exploratory, eyes-wide-open mindset. Researchers observe not just what people do, but how space, objects, culture, and rituals influence human behavior. Unlike interviews, this method allows for naturalistic data collection.

Goals of community safari

- Observing real-world routines and interactions
- Identifying social norms and unspoken rules
- Understanding how people use space and place (e.g., where they feel safe, excluded, expressive)
- Capturing emotional responses to environments
- Spotting cultural artifacts or practices that reflect deeper meaning

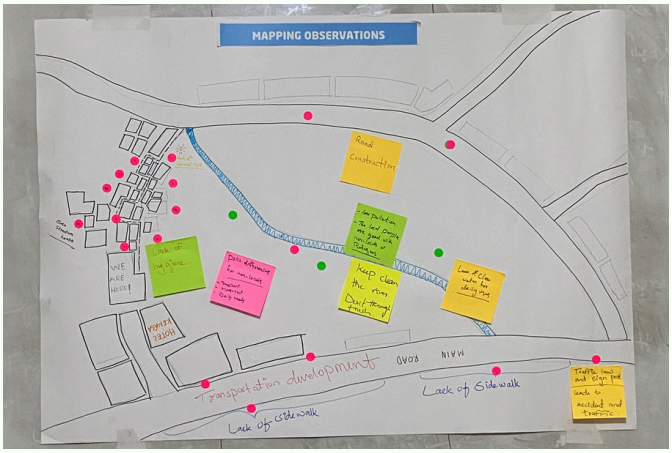
Tools

- Observation Tools
- Field notebook or observation template
- Voice memo app (for on-the-go reflections)
- Smartphone camera (for capturing physical cues, signs, space layouts — with consent)
- Printed observation checklist (to track behaviors, space use, time of day, etc.)
- Sketchbook or mapping paper (to draw what you see: movement patterns, object locations, user paths)

Sense

During the community safari, we maximized the senses of both the participants and the facilitator while we were out in the field. asking triggering and engaging questions, idealizing thoughts into an idea, seeing potential problems and answers to those problems, gaining more insight about the participants' thoughts of the environment

Mapping observation



Method used to visually document how people interact with spaces, objects, and each other in real-time. It transforms scattered observations into spatial, behavioral, or emotional maps that help identify patterns, relationships, and unspoken structures.
It is rooted in disciplines like visual anthropology, service design, and environmental psychology. It can be done by researchers (observational mapping) or in collaboration with participants (participatory mapping).

Unlike interviews, mapping doesn't rely on spoken answers. Instead, it uses visual thinking to capture what people do, where, when, and why — turning lived behavior into data that can be analyzed and acted upon.

Make invisible behaviors (like social dynamics, routines, or power structures) visible Reveal spatial logic — where people go, avoid, linger, or rush Document how people co-exist in shared environments
Understand pain points, bottlenecks, or moments of emotional intensity in a space Provide a visual reference for understanding human flow, energy hotspots, and community patterns

Tools

- Base maps (printed floor plans, neighborhood sketches, or hand-drawn layouts)
- Colored markers, pens, and highlighters
- Post-it notes or stickers (to mark behavior categories: safe, awkward, energetic, etc.)
- Tracing paper or acetate sheets (to layer behavior over physical space)
- Observation checklist or codes (to track behavior types: standing, moving, engaging, withdrawing)
- Timer or stopwatch (for time-based mapping or rhythm observation

DEFINE

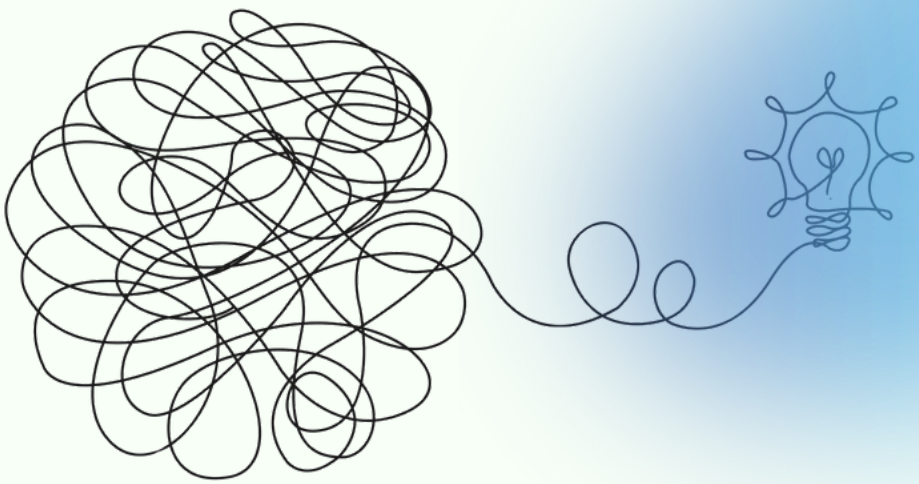
The critical stage where broad insights from the Discover phase are **synthesized** into an actionable, user-centric problem statement, setting a focused direction for solution development while remaining open to iterative refinement.

Why the Define Phase is Critical for Success

The Define phase is the critical "crucible of clarity" in the Double Diamond model, transforming broad Discover insights into a precise, actionable problem statement. It rigorously tests initial assumptions against empirical evidence to uncover the true problem worth solving, preventing costly misdirection later. This phase ensures user-centricity and goal relevance by fostering a shared understanding and commitment. It balances the first diamond's divergent exploration with focused convergence, avoiding analysis paralysis or premature solutions. Ultimately, Define's strength lies in its disciplined problem framing, recognizing that breakthroughs often stem from redefining the problem itself, making it vital for project success and resource efficiency.

DEFINE PHASE ESSENCE

Purpose and Outcomes: From Insights to a Clear Problem



Divergent and Convergent Thinking in Define

The Define phase convergently reframes discoveries into a focused, adaptable problem statement for development, maintaining iterative flexibility throughout the Double Diamond process.

The Iterative Nature of Problem Definition

Problem framing iteratively co-evolves with solution development throughout a project, requiring refinement whenever stakeholder engagement falters or new complexities reveal the initial frame as inadequate.

Key Questions for Problem Definition: Who, What, Where, Why

- **Who's having the problem?** This involves identifying the core user or user group. A deep understanding of their desires, motivations, and interactions with the product or service is paramount.
- **What problem is your user actually having?** This question pushes beyond superficial issues.
- **Where is the issue?** Pinpointing the specific context or environment in which the problem manifests is vital.
- **Why is this problem worth solving?** It seeks to uncover the value that would be realized by the user if the problem were resolved.
  Repeatedly asking "Why?" shifts inquiry **from surface symptoms to root causes**, unlocking fundamental needs and enabling disruptive innovation rather than incremental solutions.

DEFINE PHASE

BUILD UP - Part 1 (Workshop Method Searching and Brainstorming)

Focus: Participants actively engage in exercises specifically designed to synthesize the information and insights gathered during the Discover stage, using them to precisely define the problem they aim to solve. The emphasis here is on identifying and distilling user needs and pain points.

Searching and Brainstorming Workshop Method Ideas - Seven Core Points

- **Point of View (POV) Statements:** These are concise, user-centric statements that summarize the user, their needs, and any surprising understandings derived from the research.
- **"How Might We" (HMW) Questions:** HMW questions transform POV statements into open-ended "How might we..." prompts to generate diverse, including unconventional, solutions.
- **5 Whys:** Iteratively asks "Why?" five (multiple) times to drill through surface-level symptoms and uncover the root cause of a problem.
- **Why/How Laddering:** The technique iteratively asks "why" to uncover abstract core user needs, then "how" to build a hierarchical framework of actionable solutions.
- **Empathy Mapping:** An empathy map visually captures what users Say, Think, Do, and Feel from multiple perspectives, requiring multiple versions based on real data for different personas or stakeholders.
- **User Story Mapping:** Visually structures user activities along a chronological journey timeline, with vertically prioritized tasks beneath each activity to expose high-impact pain points and frame precise solution opportunities within the user's workflow context.
- **5W Problem Framing Canvas:** This method, which can be executed individually or in a group, utilizes the five W's—Who, What, Why, Where, When—to systematically analyze a problem.

Criteria for Method Selection

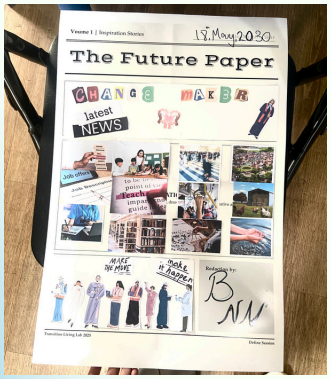
- **Why the workshop is needed (Workshop Purpose/Goals):** Alignment with the main goal.
- **Who are the participants (Team Composition):** The roles, expertise, and dynamics of the participants must be carefully considered.
- **What is the outcome (Desired Deliverables):** Workshop must define explicit, actionable outputs such as a finalized project scope, shared problem understanding, co-created vision, or documented action plan to convert discussions into measurable progress.

DEFINE PHASE

BUILD UP - Part 2 (Key Activities in the Define Workshop)

Focus: The Double Diamond framework mandates cross-functional collaboration to break silos and maximize collective intelligence, requiring facilitators to actively foster creativity, sustain team dynamics, and model critical listening skills that all participants should emulate for innovative solutions.

Collaborative Decision-Making Techniques



- **Spectrum Line:** Participants physically position themselves along an imaginary line on the floor to indicate their level of agreement, disagreement, or feelings about an issue. This visual representation can then spark discussion as participants explain their positions, potentially leading to shifts in opinion.
- **Go-Round:** A simple technique where each person in a circle is given an opportunity to speak on a topic.
- **Small Groups/Paired Listening:** Dividing the larger group into smaller units or pairs encourages deeper conversations and ensures participation from quieter or more marginalized individuals. The results then displayed on a gallery for others to view at their own pace, encouraging clear and concise conclusions.
- **Detective Board:** Visualizing ways of thinking as the second brain for the team.

Engaging and Interactive Exercises

A well-structured workshop agenda energizes participants through icebreakers and core interactive activities aligned with phase objectives, fostering psychological safety for wild divergent thinking while leveraging constant visualization for shared sense-making and anchoring all discussions in user-centricity via empathy tools.

The Facilitator's Role - Guiding, Listening, and Managing Dynamics

Structure

Designing the workshop flow and agenda effectively.

Clear communication is a crucial skill encompassing agenda setting, guiding discussions, presenting understandable results, constant attention to group needs, encouraging contributions, reflecting and restating for clarity, maintaining focus, and actively promoting these practices among participants.

Communication

Atmosphere

Actively fostering psychological safety enables participants to enter discomfort zones for genuine learning and breakthroughs, while ensuring inclusive participation, encouraging boundary-pushing, and empowering individuals to achieve genuine group ownership of processes and decisions.

Skillfully guiding the group through phases of broad exploration (divergence) and focused decision-making (convergence), recognizing that the transition phase can be challenging.

Managing Divergence and Convergence

Summarizing, Framing, Questioning

Effective facilitation requires regularly summarizing discussions to ensure shared understanding and focus, intentionally setting context and boundaries through mindful wording and tone, and employing strategic questioning techniques (non-leading, elicitive, or assertive) to empower the group, support inclusivity, and foster self-discovery of solutions.

Constructive conflict is recognized as essential for group purpose and decision-making, requiring depersonalized disagreements, alignment with diverse positions, and active equity (addressing power imbalances) over strict neutrality.

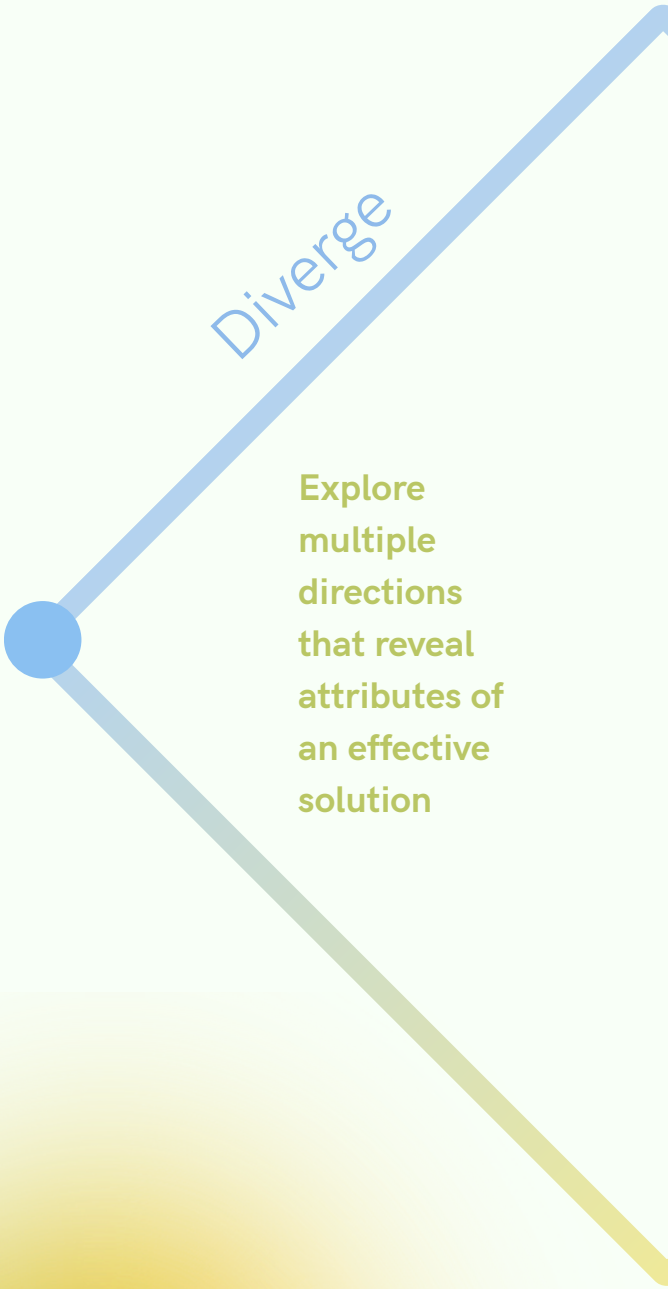
Multipartiality

DEVELOP

The Develop phase is the second stage of the Double Diamond framework and focuses on problem solving. After the problem is clearly defined, this phase encourages creativity and experimentation through ideation and brainstorming. All ideas are welcomed, even those that seem unrealistic, as they can inspire innovative and refined solutions.

Why the Develop Phase is Fundamental to Achieving Impact

The Develop phase is essential because it acts as the bridge between understanding the problem and delivering a real solution. At this stage, ideas are no longer just concepts. They are explored, tested, and shaped through prototyping and feedback. This phase provides space to experiment, make mistakes, and learn from users before moving into final implementation. Without it, solutions may remain superficial, lack user relevance, or fail to address the problem effectively. By refining ideas based on real-world responses, the Develop phase ensures that what moves forward is not only creative but also feasible, desirable, and impactful.



Develop Phase

Build Up

Focus: The Develop Phase Build Up focuses on how teams transition from defining a problem to exploring and shaping possible solutions. This section outlines the key activities, tools, and iterative steps that guide participants through idea generation and prototyping.

- **Key Questions in Solution Development**
  To guide the exploration and refinement of solutions, teams can use the following strategic questions:

- **What solutions could address the defined problem?**
  This question drives ideation by encouraging broad and open thinking. It helps teams surface conventional, unconventional, and speculative ideas that can later be tested.

- **How could these solutions be realized?**
  This focuses on the methods, technologies, or systems needed to bring an idea to life. It includes considerations of usability, implementation barriers, cost, and available infrastructure.

- **For whom is this solution being designed?**
  This question recenters the user in the creative process. Teams are encouraged to revisit personas, user journeys, and collected feedback to ensure the solution's relevance and inclusivity.

- **What impact might this solution have?**
  This invites foresight: considering short- and long-term effects, scalability, ethical implications, and the value delivered to users and stakeholders.

  Through this continuous cycle of exploration and refinement, the Develop phase ensures that ideas are not just imaginative, but ready to be transformed into real-world solutions.

Workshop Method

Searching and Brainstorming

Teams can begin this phase by using brainstorming techniques, co-creation tools, or simulation methods. In the Transition Living Lab 2025, for example, the Develop phase integrates the Theory of Change as a tool for guiding ideation and mapping out potential pathways of impact. This is followed by a Board Game Challenge for rapid prototyping, which helps participants test key concepts in an interactive format. The activity culminates in a role play session, where participants act as news anchors to tell the story behind their proposed solutions. Below is an overview of several relevant methods and toolkits that can be used in collaborative workshop contexts.

1. The ESOL Co-Design Toolkit (UK)

Participants use A4 abstract maps (urban and rural) that can be rearranged, wooden discs to represent people, wooden blocks and 3D-printed elements for landmarks and transportation, color indicators to show the level of challenge, and a contextual booklet written in accessible language. This visual toolkit helps bridge language barriers and fosters empathy by symbolically modeling spatial experiences.

2. Model of Care for Co-Design (Global Collaborative)

Developed by practitioners from Australia, the US, New Zealand, and the UK, it focuses on inclusive communication, trauma-informed practices, safety, and collective care.

3. Offer of a Gift – CoLab Dudley (UK)

Developed by practitioners from Australia, the US, New Zealand, and the UK, it focuses on inclusive communication, trauma-informed practices, safety, and collective care.

4. Paper Kit for Park Design (South Korea)

This toolkit included base maps, item sheets (trees, benches, pathways), and small post-it notes for participants to express their reasoning. Participants directly added their ideas onto the maps, combining spatial logic with emotional aspiration in a hands-on and inclusive way.

5. **Co-Creating a Collaborative City**

This method invited participants to build an ideal city using recycled materials (cardboard, tissue paper, colored paper) on blank paper canvases.

6. **Role Playing (IDEO Design Kit)**

Role playing enables participants to simulate real-life scenarios by acting as users, service providers, or observers. It fosters empathy and decision-making skills.

7. **Lego/Playmais/Bunchems 3-Step Ideation**

This method involves three stages: individual idea modeling using Lego or similar materials, short group presentations, and merging ideas into a shared direction.

8. **Rip & Mix Method (T-Labs, Germany)**

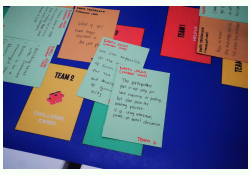
This approach invites participants to combine elements of pleasurable experiences with challenging services using pleasure cards, sticky notes, and worksheet templates. It encourages creative and reflective thinking without requiring technical skills.

Beyond the eight toolkits above, two additional methods have been selected to enhance ideation, user empathy, and communication skills during the Develop phase in "Transition Living Lab 2025":

9. **Theory of Change (ToC) for Ideation**

This method guides participants to think strategically by starting with the desired long-term impact, then identifying intermediate outcomes, key activities, required resources, and underlying assumptions.

10. **Board Game for Rapid Prototyping**



Each prototype is tested and refined, allowing feedback to guide continuous improvement. The activity concludes with a role play, where participants act as news anchors to creatively tell the story behind their prototyped solutions, including what the idea is, how it works.

Collaborative Decision-Making Techniques for Method Selection

To select the most appropriate methods fairly and inclusively, facilitators can use collaborative decision-making techniques such as:

- **Dot Voting**
  Participants vote silently for their preferred ideas or methods using stickers. This quick process avoids direct influence from others and results in more neutral, collective decisions.

- **Spectrum Line**
  Participants place themselves along a visual or physical line to indicate their level of agreement with a particular method. The facilitator then encourages open discussion based on each person's position.

- **Go-Round**
  Each participant is given a turn to share their opinion. This ensures that all voices are heard, especially those who may be less dominant in open discussions.

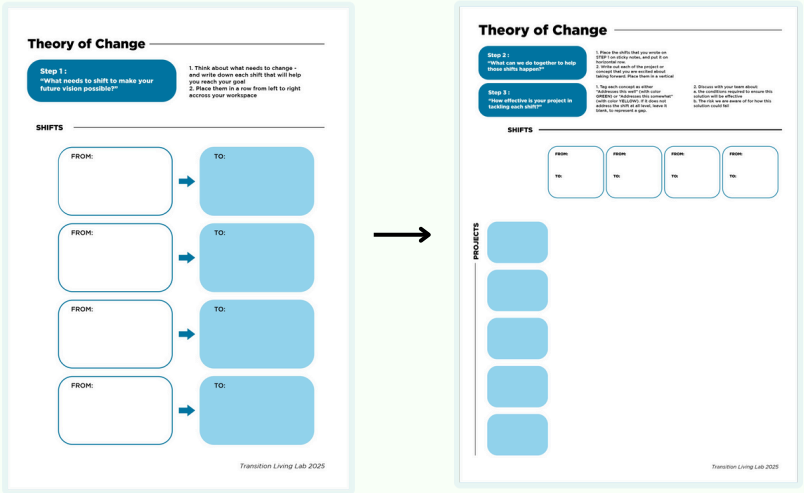
- **Gallery Report-back**
  Instead of verbal presentations, each group displays their ideas visually on flipcharts or digital boards. Other participants can then review these ideas at their own pace, creating an interactive and engaging experience.

- **Straw Poll**
  Instead of verbal presentations, each group displays their ideas visually on flipcharts or digital boards. Other participants can then review these ideas at their own pace, creating an interactive and engaging experience.

These techniques promote inclusivity and collective intelligence rather than individual dominance or groupthink. The facilitator plays a key role in maintaining balanced participation and ensuring that every method chosen not only works well technically, but also fits the context, needs, and progress of the team. Ultimately, the goal is to guide the group toward concrete and testable solutions, ready for further development in the Deliver phase. The Double Diamond framework inherently encourages collaboration among multidisciplinary teams, effectively breaking down traditional silos.

Activities

in the Develop Phase Transition Living Lab 2025



1. Ideation

Creating a conducive workshop environment is essential to ensure that participants feel safe, engaged, and encouraged to contribute openly. A well designed atmosphere fosters collaboration, supports creativity, and allows ideas to grow through mutual respect and trust. In the Transition Living Lab 2025, the **"Theory of Change"** is used as a tool for ideation during the Develop phase.

2. Rapid Protoyping

The chosen idea takes tangible form during the Rapid Prototyping stage. At this point, quick models are created based on the concept to explore how the solution might work in practice. Each prototype is tested and refined, allowing feedback to guide continuous improvement. In the Transition Living Lab 2025, this stage is implemented through a **"Boardgame Challenge"** designed to simulate real world dynamics. The activity concludes with a role play, where participants act as news anchors to creatively tell the story behind their prototyped solutions, including what the idea is, how it works, and why it matters.

Theory of Change

Step 1 :

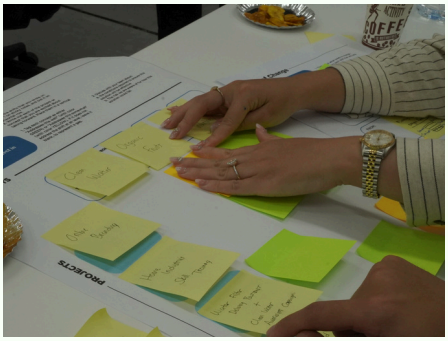
"What needs to shift to make your future vision possible?"

1. Participants are encouraged to reflect on what needs to change and to identify key shifts that will support them in reaching their goals. By writing these shifts down, they begin to map the steps needed to move from their current situation toward a desired
2. Participants are then invited to place each shift they have written in a row from left to right across their workspace. This visual arrangement helps them see the logical flow of change over time, from the starting point to the intended goal.

Step 2 :

"What can we do together to help those shifts happen?"

1. Participants take the shifts they wrote in Step 1 and transfer them onto sticky notes. These notes are then arranged in a horizontal row across the workspace, allowing them to visualize the sequence of change more clearly.
2. Participants are asked to write down each project or concept they feel most excited to take forward. Once written, these ideas are placed in a vertical line on their workspace. This layout helps them visually focus on the concepts that hold the most promise and energy for further development.



Step 3 :

"How effective is your project in tackling each shift?"

1. Participants then review each concept they have listed and begin tagging them based on how well they address the identified shifts. If a concept **strongly aligns with a shift**, they mark it with **a green tag** to show it addresses the issue well. If it only **partially responds to the shift**, they use **a yellow tag**. Concepts that **do not address the shift** at all are **left untagged**, highlighting gaps that may need further attention or development.
2. Participants are invited to engage in a team discussion to deepen their understanding of the proposed solution. Together, they explore the conditions that must be in place for the solution to succeed, considering what support, resources, or circumstances are needed to make it work effectively. At the same time, they reflect on potential risks by identifying ways in which the solution might fail, helping the team anticipate challenges and think ahead about how to address them.

Step 4 :

Group Presentations

Each group took turns presenting the results of their discussion, sharing insights, proposed ideas, and the reasoning behind their chosen solutions.

Boardgame Challenge

Step 1 :

Explore Challenges

Each team is asked to create six challenge cards aimed at another team's selected project. These cards are meant to raise questions, offer constructive critiques, or highlight potential blind spots. Once completed, the cards are placed on the receiving team's board, providing an opportunity for fresh perspectives and encouraging critical reflection on their proposed solution.

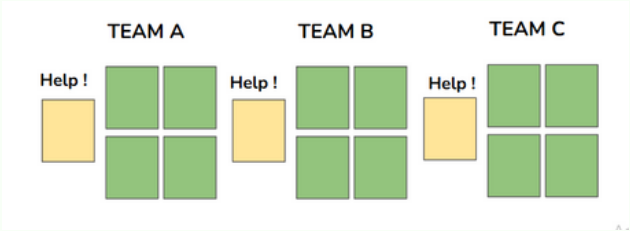
Step 2 :

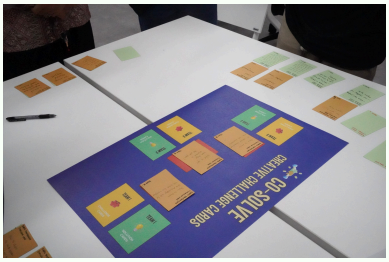
Select Key Challenges

The facilitator begins by reviewing all the challenge cards submitted by the teams to ensure that there are no duplicates. If any repeated cards are found, they are removed to keep the feedback diverse and meaningful. Once the set is confirmed to be unique, each team carefully selects four challenge cards from those given by other teams. These selected cards will then guide the team in reflecting on and refining their proposed solution.

Step 3 :

Develop Solutions

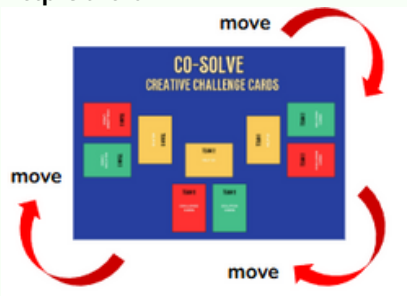




1. The facilitator distributes one Solution Card to each team.
2. Within 10 minutes, each team discusses and formulates a solution for each of the four Challenge Cards they have received. This activity is intended to enrich their project concepts while also encouraging quick and collaborative thinking.
3. If a team finds a particular challenge card too difficult to solve, they may place it in the "Help Us" box. These cards will be addressed by other teams in the next stage of the session.

Step 4 :

Help Others

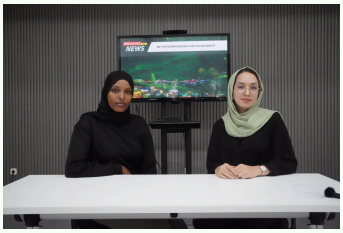


1. Each team begins by reviewing the challenge cards placed in the "Help Us" box. These cards contain specific problems or uncertainties that teams are seeking input on.
2. Teams then rotate to the group sitting to their left. This movement ensures that every group gets a fresh perspective from another team.
3. Upon arriving, each team spends two minutes offering ideas, feedback, or possible solutions for the selected challenge card of that team. The goal is to provide helpful, constructive input that could spark new thinking.
4. After two minutes, the team moves again to the next group on their left, continuing the cycle of collaborative support.
5. Teams spend another two minutes offering suggestions or solutions to the second team's challenge card, adding more layers of insight and inspiration.

Step 5 :

Project Storytelling

1. Each team is asked to perform a roleplay as a pair of news anchors. Two members from each team will act as anchors who will deliver a news segment about their solution.
2. The roleplay will be performed as if they are live on air, with each team given 3 minutes to present their "breaking news." This segment should introduce the problem, the proposed solution, and why it matters.
3. Before going live, teams are given 15 minutes to prepare. During this time, they should review and answer the guiding questions on the cue card provided, decide who will speak which part, practice how they will deliver their story in a compelling way.
4. Teams must also choose one image that best represents their solution. Additionally, they should come up with a catchy breaking news headline that captures attention and summarizes their key message.
5. Once preparation is complete, each team performs their news segment in front of the other participants. The goal is to communicate their idea clearly, creatively, and convincingly, just like professional news anchors.



Role play as News Anchor

Cue Card News Anchor

DELIVER

The Deliver phase is the final stage of the Double Diamond framework and focuses on implementation. After ideas have been explored and refined, this phase brings solutions to life through testing, launching, and real-world application. It emphasizes validating what works, refining details, and ensuring the solution is feasible, impactful, and ready to be adopted. Feedback from users and stakeholders plays a key role to make sure the final outcome truly meets their needs.

Goals of the Deliver Phase

Refining the best solution from the Develop phase based on user feedback and testing, and preparing it for implementation.

Deliver Phase

Build Up

Focus: The Deliver Phase Build Up focuses on how teams transition from developing ideas to implementing and testing real-world solutions. This section outlines the key activities, tools, and final steps that guide participants through refining, validating, and launching their prototypes into practical outcomes, while also detailing the step-by-step process needed to achieve them.

Step 1 :

Guided Refinement Session

participants are guided to take the solution concept they developed earlier and break it down into specific, actionable steps. The focus is on refining their idea based on user feedback and preparing it for real-world implementation. This process helps ensure that the solution is not only well-designed, but also practical, relevant, and ready to be tested or launched.

Step 2 :

Group Planning Activity

Participants join a group discussion to break down their concept into clear steps. Together, they explore how to turn the idea into action by identifying what needs to be done, what resources are needed, and how the plan can be carried out effectively.

Step 3 :

Final Steps Presentation

After completing their discussion, each group takes the stage to share the outcomes of their collaboration. They present how their developed idea can be implemented, outlining the steps they have planned together. This moment also provides an opportunity to receive constructive feedback from experts, helping refine their solution before moving forward.

Step 4:

Expert Feedback Session

participants are guided to take the solution concept they developed earlier and break it down into specific, actionable steps. The focus is on refining their idea based on user feedback and preparing it for real-world implementation. This process helps ensure that the solution is not only well-designed, but also practical, relevant, and ready to be tested or launched.

> the 'Deliver' phase is about bringing your ideas to life and seeing them in action. It's the culmination of all your work in the Discover, Define, and Develop phases. But it's not the end of the process.

Workshop Facilitation and Implementation

Workshop Planning

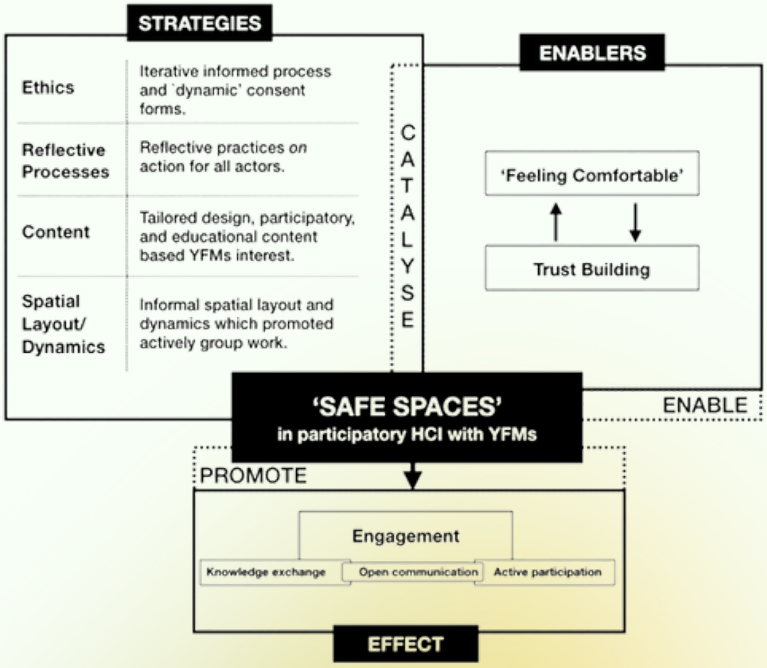
Effective workshop planning supports the success of each phase in the Double Diamond framework: Discover, Define, Develop, and Deliver. The goal is to design each session with clear objectives, thoughtful structure, and enough flexibility to adapt when needed.

Key Elements:

- Define clear, measurable goals aligned with the current design phase.
- Create a structured but flexible agenda, including buffer time and scheduled breaks.
- Manage participants effectively through clear invitations, small group organization, and pre-session tasks or orientation.

Creating a Conducive Workshop Environment

"Safe Space" has been seen as an environment for the co-creation and sharing of ideas where trust and support are fostered through open communication, knowledge exchange, and beneficial engagement among all participants.



Source : Bustamante Duarte, A. M., Ataei, M., Degbelo, A., Brendel, N., & Kray, C. (2019). Safe spaces in participatory design with young forced migrants. CoDesign, 17(2), 188-210. https://doi.org/10.1080/15710882.2019.1654523

Four strategies that need to be addressed in creating a "Safe Space":

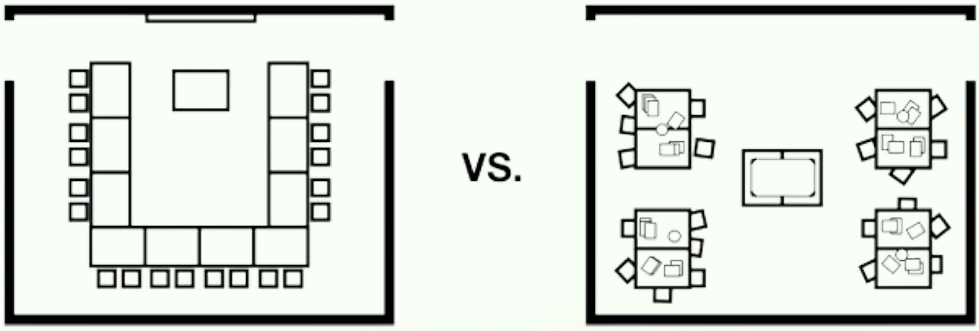
1. Ethics, which includes the understanding of the participant's condition and consent that are needed before starting the session
2. Reflective Processes on actions on each stage for all actors
3. Content that is tailored based on the participant's interest
4. Spatial Layout and dynamics that could promote active group work

All the strategies can be enabled by making sure that all participants are feeling comfortable and that trust is built. So it can catalyse and promote more engagement throughout the process.

Key Points :

'Comfortable' Spaces and Trust Building

Stay open and respectful, and don't rush into the design process, focus on building human connections first. The **sitting arrangement that mixes the facilitator and participant in a smaller group,** without formal segregation, will help in building connections at the beginning of the process.



Source : Bustamante Duarte, A. M., Ataei, M., Degbelo, A., Brendel, N., & Kray, C. (2019). Safe spaces in participatory design with young forced migrants. CoDesign, 17(2), 188–210. https://doi.org/10.1080/15710882.2019.1654523

Facilitators's Role

Facilitators are not just guides but also enablers of group creativity and focus. They help shape the process without dominating it.
Key Responsibilities:

- Designing a Clear Flow of Activities
- Creating a Safe Space to Experiment
- Guiding Without Controlling
- Listening and Responding Actively
- Helping to Filter and Focus Ideas
- Encouraging Collaboration and Ownership
- Handling Conflicts Positively
- Being Fair and Actively Inclusive

Tools & Materials

Equipping participants with the right tools increases the efficiency and quality of workshop outcomes.
What to Prepare:

- Digital tools: Zoom, Miro, Mural, or other collaborative platforms.
- Physical tools: Sticky notes, markers, scissors, prototyping materials, etc.
- Toolkit: Prepare a workshop kit (especially for remote/hybrid settings).
- Familiarization: Give participants time to test tools before sessions begin.

Essential Tools and Materials (Detailed Guide)

(Applicable for Both Remote and In-Person Workshops)

Each phase of the Double Diamond process benefits from an environment that supports creativity, focus, and collaboration. To enable this, it is important to ensure that the setting is supportive across technical, physical, and social aspects.

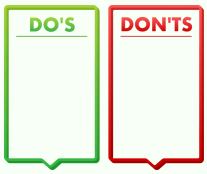
A. For Remote Workshops

Reliable Video Conferencing Platform
Use Zoom (recommended for its gallery view and breakout room features) or Google Meet. A paid Zoom account may be required for groups larger than three participants.

Collaborative Digital Whiteboard
Tools such as Miro or Mural are highly recommended. Both platforms offer templates for brainstorming, prototyping, and collaborative synthesis

Participant Preparation
Send a checklist of required digital tools and basic physical materials (e.g., idea cards, prototype paper) at least one week in advance. Ensure stable internet access and encourage tool testing beforehand.

Professional Facilitator Setup
Use good lighting (facing the camera), a quality webcam, and a clip-on microphone to ensure clear communication during prototyping and feedback.



Audio Etiquette and Interaction
Ask participants to use headsets and mute their microphones when not speaking. Encourage non-verbal interaction through emojis or reactions to maintain social connection. To enhance the sense of presence and collaboration, it is encouraged to have cameras turned on

B. For Both Remote & In-Person Workshops (Hybrid Tools)

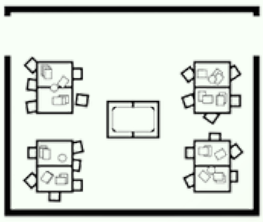
- **Stationery & Physical Prototyping Materials**
  Prepare post-it notes, markers, paper, cardboard, scissors, glue, and upcycled materials for low-fidelity prototyping activities.

- **Whiteboards or Flipcharts**
  Important for noting ideas, summarizing discussions, and visually sketching prototype concepts.

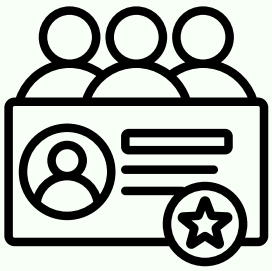
- **Props / Simulation Aids**
  Provide tools or items tailored to the methods being used, such as role cards, board game components, or solution demonstration materials.

- **Workshop Toolkit**
  Create a practical kit containing all essential materials for building and testing solutions. For remote workshops, consider mailing this kit to participants in advance.

C. For In-Person Workshops Only



- **Room Setup**
  Choose a well-lit room (preferably with natural light), comfortable seating, sufficient space to move around, and dedicated areas for prototyping. Further explanation is provided in the section discussing "Comfortable Spaces and Trust Building".



- **Participant Management**

  - **Invitations:** Send well in advance and emphasize that the session is hands-on, not just discussion-based.

  - **Group Size:** Ideal size is 6–8 participants per group to ensure effective and diverse collaboration.

  - **Orientation & Pre-Assignments:** Hold a session at least two weeks before the workshop to align expectations and assign pre-work, such as reviewing user pain points or bringing initial solution ideas.

D. Creating a Comfortable Environment & Managing Time

- **Workshop Duration**
  Ensure enough time is allocated for exploration, building, and feedback without exhausting the participants.

- **Buffer Time**
  Include extra time to accommodate unexpected tech issues, deep discussions, or prototyping delays.

- **Energizers**
  Prepare short, fun energizer activities to boost group energy, especially during long sessions.

- **Scheduled Breaks**
  Allow time for rest so participants can recharge and reflect on ideas before returning with renewed focus.

E. Workshop Execution Best Practices

- **Over-Preparation**
  Practice the session flow, prepare all materials in advance, and simulate workshop segments beforehand.

- **Tool Familiarization**
  Introduce digital tools ahead of time and give participants the opportunity to try them before the workshop to reduce in-session disruptions.

- **Professionalism & Empathy**
  Maintain a professional appearance and environment. Listen actively, engage with participants, and foster a personal connection to ensure they feel respected, motivated, and fully involved.

Table: Logistics Checklist

No	Category	Item	Description/Notes	Mode
1.	Initial Planning	Define Develop Phase Objectives	Ensure alignment with solution creation goals, focusing on concrete, testable outcomes.	All
		Prepare a Detailed Agenda	Create a minute-by-minute schedule including time for experimentation, feedback, and buffer for iteration.	All
		Determine Workshop Format	Choose between in-person or remote, based on team needs, participant location, and available tools.	All
2.	Participant Management	Send Invitations Early	Share invitations well in advance, emphasizing the hands-on nature and focus on solution-building.	All

No	Category	Item	Description/Notes	Mode
		Effective Small Group Size	Aim for 6–8 participants per group to allow deep collaboration and equal participation.	All
		Orientation & Expectations Session	Conduct at least 1 week prior, including tool introduction and pre-assignment explanation.	All
		Participant Pre-Tasks	Pre-tasks may include reviewing problem statements, sketching early ideas, or collecting visual references.	All
		Reminder Email	Recap workshop goals, tools to be used, and confirm participant readiness before the event.	All
3.	Tools & Materials (Remote)	Interactive Video Platform	Use Zoom (with breakout rooms) or Google Meet. Ensure a stable connection and room for participant interaction.	Remote
		Collaborative Digital Whiteboard	Use tools like Miro or Mural for prototyping, idea clustering, and capturing feedback.	Remote
		Facilitator Professional Setup	HD webcam, clip-on mic, and good lighting. Maintain clarity and professional presence throughout.	Remote
		Participant Tool Checklist	Send a checklist of required digital tools and simple physical materials at least a week before the workshop.	Remote

No	Category	Item	Description/Notes	Mode
4.	Tools & Materials (Both)	Simple Prototyping Materials	Post-its, paper, cardboard, glue, scissors, markers, etc	All
		Props or Simulation Aids	materials for solution demonstration.	All
		Workshop Toolkit	Pre-packed prototype materials for participants (to be shipped in advance for remote sessions).	All
5.	During Workshop	Tool Introduction & Ground Rules	Explain how to use the selected tools and give participants time to try them beforehand.	All
		Workshop Time Limit	Max 2 hours for remote. In-person sessions can be longer with breaks.	Adjusted
		Audio & Interaction Etiquette	Encourage use of headsets, muting when not speaking, and emoji reactions to maintain social connection.	Remote
		Professional & Flexible Atmosphere	Ensure a space that supports open thinking and creative exploration.	All
		Buffer Time	Allocate time for possible delays, deeper discussions, or technical issues.	All

No	Category	Item	Description/Notes	Mode
		Energizer Activities	Prepare short activities to maintain group energy and focus.	All
		Breaks	Plan short breaks every 60–90 minutes, especially during intensive prototyping.	All
		Acknowledge Contributions	Facilitators should affirm all contributions and encourage shared ownership of the solutions.	All
6.	Post-Workshop	Recap Solutions & Feedback	Summarize key ideas and collective feedback.	All
		Follow-up & Task Delegation	Establish a collaborative action plan that maps out who is responsible for key activities	All

Conclusion:

A Series of Workshop Processes Using the Double Diamond Framework

Success in a Double Diamond workshop series is not simply defined by the number of ideas produced but by how thoughtfully each workshop phase is carried out to create meaningful and user-centered outcomes.

In the Discover Workshop, success means gaining a deep and empathetic understanding of users, communities, and their lived experiences. This includes gathering insights, listening openly, and identifying real problems before proposing any solutions. The Define Workshop is considered successful when these insights are synthesized into a clear and actionable problem statement. This brings focus and shared alignment, ensuring that all participants are working toward solving the right challenge. The Develop Workshop is where teams move from insight to action. Success at this stage is marked by the ability to generate ideas, build quick prototypes, and test them through feedback. The goal is not perfection but learning through experimentation and iteration. The Deliver Workshop brings the ideas into sharper focus, preparing them for real-world implementation. Success here lies in how well teams can refine their concepts, validate them with users, and outline concrete steps to launch, scale, or further test their solutions.

Throughout all workshops, a supportive environment is key. This includes technical readiness, physical comfort, and social trust, all of which help participants stay engaged, think creatively, and collaborate effectively. The facilitator plays a vital role in guiding the process, helping teams stay on track while remaining open to new insights and changes. A successful Double Diamond workshop journey produces more than just ideas. It builds shared ownership, a clear path forward, and a mindset of collaboration, iteration, and meaningful design.

References

Ahn, H.-C., & Park, S. (2007, June 18–21). Design tools and three steps in participatory design processes. In Proceedings of the 6th Conference of the Pacific Rim Community Design Network

Albtran, A. et al. (2024) 'Building an ethical research culture: Scholars of refugee background researching refugee-related issues', Journal of Refugee Studies, 37(2), pp. 579–588. Available at: https://doi.org/10.1093/jrs/feae005.

Beyond Sticky Notes. (n.d.). Model of Care for Co-design Expansion Pack. Retrieved July 9, 2025, from https://www.beyondstickynotes.com/model-of-care-for-codesign-expanded

Design Council. (n.d.). The Double Diamond. Retrieved July 9, 2025, from Design Council website: https://www.designcouncil.org.uk/our-resources/the-double-diamond/

Drew, C. (2022, April 21). Design for a Just Transition: Co-design, community & care. Design Council. https://medium.com/design-council/design-for-a-just-transition-co-design-community-care-ccbe1136ee05

GoNano Project. (2018, May). Toolkit – DesignLab. Retrieved July 9, 2025, from https://gonano-project.eu/wp-content/uploads/2018/05/Toolkit-DesignLab.pdf

IDEO.org. (n.d.). Role Play. In Design Kit. Retrieved July 9, 2025, from https://www.designkit.org/methods/role-play.html

Krasniqi, E. (2024) 'Engaging Refugee Volunteers in Co-creation: The Role of Non-profit Leadership', VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 35(6), pp. 1131–1142. Available at: https://doi.org/10.1007/s11266-024-00675-2.

My Council Works. (n.d.). Rip + Mix toolkit. Retrieved July 9, 2025, from https://mycouncilworks.co.uk/rip-mix/

Service Design Academy. (n.d.). Rip n' Mix – Introduction to a Service Design tool

The Glass-House. (2023, June 24). Co-creating a Collaborative City: Co-design sessions with the community. Retrieved July 9, 2025, from https://theglasshouse.org.uk/workshops-and-events/co-creating-a-collaborative-city-co-design-sessions-with-the-community/

Wybrant, C., Mathers, A., & Langham, K. (2023, July 7). Making co-design more inclusive by overcoming language barriers. Policy Lab Blog. Retrieved July 9, 2025, from https://openpolicy.blog.gov.uk/2023/07/07/making-co-design-more-inclusive-by-overcoming-language-barriers/