The Campaign Accelerator blends high-performing campaign strategy tools with proven methods inspired by design thinking. This is a practical guide for planning campaign projects that put people at the centre of our efforts for change through a collaborative process that involves the entire project team using visual templates, methods and exercises.
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These tools are presented in the order we use them to define a campaign however...you may not need all of these tools for your project. Start by evaluating the tools and determine which ones make sense for your specific project. Then map out the path and methods you will use to define your challenge.

Throughout the guide you will also find some tips from experienced users of these tools. Send us your tips to add to the guide.
Module 2

Sense

Where are we?
Module 2: At this point you should have defined your challenge, have an idea of possible strategies and key stakeholders and audiences you need to engage and mobilise.

Purpose
To build a deeper understanding of and empathy with the specific audiences we need to engage and conduct field research to provide inspiration for how we can motivate and engage those audiences to be part of the solution.

Outcomes
At the end of this stage you should have insights about each of the audience segments for your possible strategies. This may enable you to take decisions about strategies, narrow audience focus and it will provide you with a solid base from which to proceed to idea generation.

HOW TO USE THIS GUIDE: This guide is intended to bring together tools to help us integrate people centred campaigning into our plans. This is a living document. We want you to try these tools, test them, adapt them and to share your learnings with your colleagues and with us so we can improve on the guide. If you have feedback on this guide please email: accelerator@mobilisationlab.org
What is Sensing?

Harnessing the potential of people power requires a deep understanding of the people we seek to engage in campaigns. What inspires and motivates them? What are their emotional and practical needs? During the sensing phase you will learn directly from the people you want to campaign with in order to design campaigns that have the greatest potential to involve people in change.

The purpose of Sensing is to:
Understand the people, trends and technologies shaping society that can be relevant to help solve our challenges.

Learn directly from people by observing, engaging and interacting with them.

Empathise to uncover emotional needs, dreams, frustrations, motivations and barriers for taking action.

INSPIRE ideas that will engage people in our challenge.

After conducting sensing you should have:
Confirmed or challenged ASSUMPTIONS you made about the people you want to engage.

Identified INSIGHTS for each audience or group of people.

Gained INSPIRATION for creating solutions relevant for your audiences.
The four exercises in this section will prepare you to begin audience research by helping you think through who you want to speak with, looking at the issue from their perspective, and thinking about what, specifically, you want to gain insight into based on your research.

You will not need to do all of the exercises in this section, however you will need to do enough preparation to be clear about who the audiences are that you want to learn more about, and what questions you need answers to before you set out for your sensing.
Exercise 1

Persona

Core function: Yes
Core tool: Yes
Level of difficulty: Low
Time: 15 - 20 minutes
People: 2 - 5
Materials: Blank paper or template, markers

Purpose of this exercise:
Quickly focus on how people relate to the problem you’re addressing, what you need to learn, and the assumptions you’re making about your audiences.

Expected outcomes:
A guess at what your key audiences might be thinking and feeling about your issue.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
Once you create your persona(s), you’ll be able to think more clearly about what you want to get from those people.

Facilitation Pointers:
After your research you can update your persona and use it to help identify assumptions you might have made that you need to reconsider.
Exercise 1: Persona

Step by step

1. You can draw the “template” on a sheet of paper with the titles for each section or print it out.

2. Split your group into small groups of 2-3 participants, and ask each group to give the person a name and some basic demographic info and draw them in the upper left-hand corner.

3. Ask each group to describe — from the person’s point of view — what their experience of the issue is for each of the categories starting from seeing through to doing.

4. The goal of the exercise is to create some empathy with the person or audience segment and see the issue through their eyes.

5. It is also good for identifying questions for research where uncertainties remain.
Exercise 1: Persona Worksheet

Persona Worksheet

- Draw Persona
- See and hear about the issue?
- Think and feel about the issue?
- Say and do about the issue?

Define
Sense
Create
Prototype & test
Plan & pitch

Download template:
- Download A4 Template
- Download A1 Template
Exercise 2
Framing

Purpose of this exercise:
Exploring uncertainties and assumptions you have about the people you wish to engage and how they might view you, the problem you wish to address, and/or your strategy, prior to crafting specific questions.

Expected outcomes:
You have identified the big question(s) you want to explore with each of your priority audiences.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
You have to know your broad goals for sensing in order to formulate more specific questions.

Facilitation Pointers:
Don’t worry too much about the specifics here, the basic idea is: What are the main questions into which we need insight?

Your groups may dive straight into interview questions during this exercise. That isn’t too problematic, but one way to avoid is to provide this and the interview question worksheet at the same time.
Exercise 2: Framing

Step by step

1. You can mind map or create a list.

2. Start by writing down the big areas you might want to explore: your strategy, the problem you’re trying to solve, your key audiences, etc.

3. For each, map out the biggest uncertainties and assumptions you have, with specific focus on uncertainties and assumptions that your key audiences could help you understand.

4. Circle those that are most important to resolve to further refine and improve your strategy.
Exercise 2: Framing
Framing Worksheet

**WHAT DO YOU WANT TO KNOW?**

The first step is to set the focus on what you want to explore.

A. List or mindmap possible areas of inquiry to explore in your sensing.
B. Select (circle or underline) key topics to explore.

List/Mindmap Issues

**NOTE:** Links to download all the templates can be found at the end of this document.

Download template:
- [Download A4 Template](#)
- [Download A1 Template](#)
Purpose of this exercise:
To develop or refine a list of interview questions for sensing through action based learning and build participants’ confidence about having conversations with strangers.

Expected outcomes:
A list of questions for each of your key audiences that worked well to get reflective and insightful answers. And a list of questions that perhaps didn’t work as well.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
The questions asked will directly inform the insights you get.

Facilitation Pointers:
Just jump in! participants could spend time coming up with what looks like a perfect list of questions, but they'll have a better sense of the potential to draw out deep insight if they ask their questions out loud and listen to responses.

If participants get stuck for the next question, asking “why?” or saying “tell me more about...” will help them probe deeper.
Exercise 3: Persona Role Play

Step by Step

1. In pairs or small sensing teams, agree who will be the first to play the role of the persona you created.

2. The interviewer begins by asking questions about the issue and the aspects they want to know. Whatever questions come to mind. The interviewer listens attentively - you do not need to write down what they say. If you have an observer, they should write down each question asked by the interviewer and make note of questions that provoke interesting responses.

3. After 10-15 minutes, debrief on the interview. Think about what were the most useful answers or information that came up from the interviewee? What questions helped to draw this information out? Write a short list of your top questions.

4. If you have time, swap roles and do a second round. You can start with your list of top questions and continue to adapt based on the responses to your questions. Finish by debriefing and refining your list of questions.
Exercise 4

Questioning Guide

Purpose of this exercise:
Creating an outline of questions for your interviews.

Expected outcomes:
List of questions to ask each of your target groups to kick off the interview and provide guidance.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
The questions asked will directly inform the insights you get.

Facilitation Pointers:
The interviews themselves rarely follow any sort of script; make sure folks know this is to help them think through what they'd want to ask, rather than a sheet they should read off of.
1. Start by listing each of your target audiences or stakeholders under the “who” column.

2. Start your thinking of specific questions that are easy for people to answer. These are conversation starters. List them under “start specific” for each target group.

3. Now think of questions that would invite your interviewee to tell you a story. These could be questions that start with “what was your best experience...” “what is your favourite memory of..”

4. Finally what can you ask to investigate and go deeper to understand people’s motivations, emotional needs and barriers. Questions that start with “why” or “tell more more about...” help to go deeper.
## Exercise 3: Questioning Guide

### Questioning Worksheet

The art of interviewing and asking questions...one way to do interviews is to follow a flow (similar to idea development). A good way to plan your interview flow could look like this: START SPECIFIC - GO BROAD - PROBE DEEP.

<table>
<thead>
<tr>
<th>WHAT TO ASK WHO</th>
<th>START SPECIFIC!</th>
<th>GO BROAD!</th>
<th>PROBE DEEP!</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Conversation starters, interesting yet simple questions)</td>
<td>(Open up for deeper, use conversation-like questions)</td>
<td>(Investigate why, X)</td>
<td></td>
</tr>
</tbody>
</table>

### NOTE:
Your question list is a guide, the most important thing is to really listen to your interviewee and ask follow up questions that allow you to understand the “why”.

Download template:  
- Download A4 Template  
- Download A1 Template
What makes a good question?

Questions get us information, generate emotions and also affect the situation — they can focus the interviewee, shift their flow of thoughts (or stop it). Some questions can even prevent us getting the info we need!

Start with your end in mind. We want to gain new knowledge that will help us develop creative ideas for the campaign. More than facts - we want to understand feelings, challenges, barriers, and motivations.

**Ask open questions** - questions that start with what, how, why

**Ask neutral questions** - don’t give away your opinion, reserve judgement to get honest answers

**Go broad** - you don’t need to go directly to the problem you're investigating, what questions could you ask that might get them to bring up the issue? This will give you a better sense of their perspective and the importance of the issue to them.

**Go deep** - How can you draw people deeper with questions or stimulus?

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**Question Tips**

- Make the first question easy
- Move from general to specific
- Ask “why?” – even if you think you know the answer
- Silence allows your interviewee to collect their thoughts and encourages them to share more
- Don’t ask leading questions.
- Don’t ask multiple questions at once.
- Probe, ask again, rephrase when you feel there is more to the answer.
Here are six of the most common types of audience research, along with our recommended note-taking template. The sensing methods are geared more toward pop-up research and interviews, but if you have the time and capacity to try out other methods please do! And if you want to learn about more methods, check out Field guide to Human-Centred Design by IDEO.org.
Pop-up Research

**Core function:** Yes
(It’s important to do at least one of these methods)

**Core tool:** No

**Level of difficulty:** Easy

**Time:** A few hours

**People:** In pairs ideally, one person to interview, one to take notes and photos

**Materials:** Pen & paper / notepad for notes, phone for photo/video

**Purpose of this exercise:**
A quick and easy way to get to know audiences and understand if you have the right target audiences.

**Expected outcomes:**
You will have conducted quick interviews with a number of people representing your target audience along with notes for each interview that covers their beliefs, needs and challenges concerning the problem you are tackling.

**How this exercise leads to the next section:**
You’ll use this research to generate insights.

**Facilitation Pointers:**
Before leaving to do research, make sure folks have printed off enough copies of the interview worksheets (1 per interview, on pg. 102), and an insights worksheet to complete after they’ve finished their research (pg. 121).
Exercise 1: Pop-up research

Step by step

1. Identify where to find your target group.

2. Go equipped with a question guide (pg. 95), at least 5 interview worksheets (pg. 102), and an insights worksheet (pg. 121), along with pen or pencil for notes.

3. Find a place where people naturally would stop (a cafe, ATM, smoking area, bus stop) where it will be easier to have a short conversation.

4. Spend about 10-15 minutes per individual informally asking your questions or asking their opinion.

5. Take notes (for this it is good to be in pairs, one for notes and one for the interviews), and also take pictures (if you have their permission)!

6. Do a debrief immediately after each interview to identify your key findings, and to see if you are getting the information you need or if you need to make improvements to your questions or shifts to who you are speaking with.
Exercise 2

Interviews

**Core function:** Yes
(Its important to do at least one of these methods)

**Core tool:** No

**Level of difficulty:**
Easy

**Time:**
30-50 minutes per interview

**People:**
1-3 people per interview team

**Materials:**
Pens, paper/note pad question guide, phone for photo/video

**Purpose of this exercise:**
Understanding and gaining empathy with your target audiences, particularly their emotional needs, motivations and barriers.

**Expected outcomes:**
You will have conducted more in depth interviews with a number of people representing your target audience. You will have detailed notes and observations for each interview.

**How this exercise leads to the next section:**
You’ll use this research to generate insights.

**Facilitation Pointers:**
- Find patterns. Look for themes and threads through interviews.
- Listen. Really absorb what people say and how they say it without thinking about a response.
- Ask follow up questions to go deeper.
1. Try to conduct interviews in people’s space or a place that they are comfortable. You can learn more about a person by talking to them where they live, work or spend their time.

2. No more than three people per interview team so you don’t overwhelm them. Be clear about roles, who is interviewing, taking notes, observing.

3. Go prepared with a set of questions (you can use the question template on previous pages).

4. Write down exactly what the person says, not what you think they mean. It’s important to hear what they are saying and have direct quotes.

5. What you hear is only one point of information. Make sure to observe body language, expressions, interactions with the environment, etc. Write it all down.

6. Take photos or video if you have permission. This will help you to recall the interview in future and share your findings with colleagues.

7. Debrief immediately, while the interview is still fresh in your mind. Use the observations and interpretations worksheet to record key findings or observations.

8. You should also debrief on how the interview went. Can you make any improvements to the questions or the way the interview was conducted for your next one?
Exercise 2: Interviews

Interview Worksheet

DEBRIEF AFTER EACH INTERVIEW...

Name
Demographics

WHAT DID YOU OBSERVE AND WHAT ARE YOUR INSIGHTS?

OBSERVATIONS & QUOTES

INTERPRETATIONS

Be Curious.

NOTE: This worksheet could be used for both Interviews and Pop-up Research.

Download template:
Download A4 Template
Download A1 Template
Purpose of this exercise:
To learn about the target groups’ experience first hand and gain empathy through observations and immersion.

Expected outcomes:
There's no better way to understand your audience than immersing yourself in their lives and communities. You should have detailed notes about what you observed along with photos and video if possible.

How this exercise leads to the next section:
You’ll use this research to generate insights.
1. As you create your project plan, budget enough time and money to send team members to the field to spend time with your target group. Try to organise to stay with the people you wish to understand so that you can observe them as they cook, shop, socialise, commute — whatever is relevant to your challenge.

2. Once you’re there, observe as much as you can. Record exactly what you see and hear including quotes along with your impressions.

3. Shadowing a person for a day is a great way to understand and empathise with them. Ask them all about their lives, how they make decisions, watch them at work, with their friends and family and relaxing.

4. If you have less time you can also learn a lot by shadowing someone for a few hours.
Purpose of this exercise:
Talking to people with extreme views or super users is a good way to gain new insights from the extreme ends of the spectrum on the issue and spark creativity.

Expected outcomes:
Gain new insights from the unique perspectives of those who are closest to issues or who have extreme views with detailed notes from the interviews.

How this exercise leads to the next section:
You’ll use this research to generate insights.
Exercise 4: Talking to Extremes

Step by step

1. Think about the different people who might have a view on the issue. Extremes can fall on a number of spectrums and you’ll want variety. Each view on your issue can inspire new thinking.

2. When you talk to extremes ask them questions that reveal why they have an extreme view and try to understand how that differs from mainstream views and why.

3. You can use your contacts to arrange individual interviews. You might even stumble across an extreme view in your other research and take the time to understand how they are different.

4. Be sensitive to extremes when you interview them. They may often feel left out of discussions like these so make them feel welcome and that their voices are critical to your research.
Purpose of this exercise:
To understanding community life through the eyes of community members and when you can't be there. Records of experiences, through photos or journal entries, allow you to see how people see their life, community, and relationships.

Expected outcomes:
Photos, drawings or written entries, or a combination of these, by a member of the community you wish to engage or work with. This could also include discussions with the participants in the research to interpret their creations.

How this exercise leads to the next section:
You’ll use this research to generate insights.

Facilitation Pointers:
Be conscious of who has access to what in a community or environment. Recruit both men and women for this exercise to have a balance of perspectives. Also be sensitive to class, age, and other factors that will affect the information people are able to record.
Exercise 5: Self-documentation

Step by step

1. Based on the problem you are trying to solve, decide what you would like people to document -- their surroundings, activities, home, family life, feelings or behaviors. Then decide the best way to collect this information: photos, journal entries, drawings, voice recordings...

2. Recruit several people and give them what they will need to record their lives - cameras, video cameras, voice recorders or journals, with instructions. Ask them to document their experiences over a few days or weeks. Give participants simple instructions that will guide them to record the activities you are most interested to learn more about. Include guidelines for how often to record and how long it should take. The easier it is to self-document, the more likely it is that participants will complete the exercise.

3. At the end of the research period, review the materials together. Ask them not only what they documented, but also why they chose these things to record and how they felt about the items. Remember to take detailed notes.

4. Be sensitive to extremes when you interview them. They may often feel left out of discussions like these so make them feel welcome and that their voices are critical to your research.

You may find that research participants need a bit of help practicing self-documentation. Provide some examples of how other people have done self-documentation, or spend a few hours with the participant to show them how to capture information to put them at ease and build confidence in the method.
Exercise 6

Conversation starters

Core function: Yes
(It's important to do at least one of these methods)
Core tool: No

Level of difficulty: Moderate

Time: 30-60 minutes

People: 2-3 people per interview team

Materials: Pen, notepad, 3-5 'conversation starters'

Purpose of this exercise:
Use props - images, ideas, materials from other campaigns, news articles - to begin a dialogue or get a reaction around the problem you are investigating.

Expected outcomes:
Detailed notes from your interactions that provide insight based on how people see the current imagery and stories about the issue.

How this exercise leads to the next section:
You'll use this research to generate insights.

Facilitation Pointers:
As well as using existing imagery, campaigns and news articles, you can also present campaign ideas to get a reaction. The ideas you use for conversation starters are sacrificial, don't get attached to them, if they don't work, drop them and move on.

Be aware that high profile stories or well known imagery may get a different reaction than similar imagery or materials your audience has never seen before because they may already have formed an opinion based on what they have seen or heard before. Make sure the props fit what you want to sense for.
Exercise 6: Conversation Starters

Step by step

1. Based on the problem you are investigating, determine what materials or props you can use as conversation starters on the issue. If you want to use ideas to start the conversation come up with a list of as many different ways as you can to solve the problem.

2. Once you have identified someone from your key audience, ask them for their reactions to these images, articles, ideas - whatever conversation starters you are using. Some may be serious, some may be absurd, you’re only looking to get their opinions.

3. When they share their opinion, be open to however they interpret the conversation starters. Feel free to ask more questions to better understand their reaction and opinions.

4. Once you have gone through all of your conversation starters, ask them which one they feel the greatest connection with and why? Which one do they like the least and why?
Making Sense

This section offers tools and methods to take what your team gathered during their research, turn it into useful, usable insights, and then transform those insights into focus questions you can use for creative idea development.

For participants with marketing experience creating insights may be straightforward, however for people new to audience insights it may take time to make sense of their research and distill notes into useful insights. The exercises here help participants make sense of their sensing research and develop insights regardless of previous experience.
What is an Insight?

Insights are concise expressions of what you have learned from your sensing. They are the “aha” moments and unexpected learnings.

An insight seeks to understand ‘the why’ rather than ‘the what’. Why do people think the way they think, or do the things they do?

Data and observations tell us the way the world is. Insights look at why the world is that way. Knowing why often means understanding emotional needs, motivations and barriers that we hope to unveil and meet with messages and actions.

Insights should be:

DEEP - go beyond what is said and done

DIRECTIONAL - you can take action on it

RESONATE - it strikes a chord with people - it's relevant, evokes imagery or emotions and agreement

A good test for an insight is whether it gives you ideas to solve your problem.

Insights are fuel for idea development and building blocks for Focus Questions (pg. 123).
Exercise 1

Audience Stories

Core function: Yes
Core tool: No

Level of difficulty: Moderate
Time: 30-60 minutes
People: Project team
Materials: Markers, post-its, flip chart paper

Purpose of this exercise:
Sharing interviews, experiences and observations to capture insights and build a repository of inspirations for your creative work.

Expected outcomes:
A small number of statements - these can be observations, needs, desires, challenges, opinions, interpretations - that came up repeatedly across several interviews and stood out in terms of relevance and information you can act on.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
This is one good way to start surfacing insights.

Facilitation Pointers:
This can be a really fun way to regroup once everyone comes back; you can make this informal/chatty as well.
Exercise 1: Audience Stories

Step by step

1. Each team member tells their most compelling stories from their field research. Try to be both specific and descriptive. Report on who, what, when, where, why and how.

2. As you listen to your teammates' stories, write down notes and observations on post-its. Use concise and complete sentence that everyone can understand. One per post-it. Capture quotes, needs, barriers and observations.

3. Then put all post-its on the wall or flip chart paper and organise them into themes or categories.

4. Repeat with stories from all team members, keeping post-its from each story on a separate flip chart paper or area of the wall with a title describing the person interviewed or field research experience.

5. At the end you will have a many sheets lined up on the wall with perhaps hundreds of post-it notes. You can now use the “5 Loudest Statements” (pg. 115) or Finding Patterns and Themes (pg. 117) to identify key lessons.
Exercise 2

5 Loudest Statements

**Core function:** Yes

**Core tool:** No

**Level of difficulty:**
Easy

**Time:**
30-60 minutes

**People:**
Project team

**Materials:**
Post-its, markers, flip chart or wall space

**Purpose of this exercise:**
Help you to prioritise the insights you gained during different phases of interaction with your audience.

**Expected outcomes:**
A list of 5 of the most common, relevant and actionable insights.

**Expected Campaign Canvas outcome:**
None.

**How this exercise leads to the next section:**
This is another good way to surface insights from your research.

**Facilitation Pointers:**
You can combine this method with others to get your “loudest” insights from the combined research.
Exercise 2: 5 Loudest Statements

Step by step

1. Gather the team and get everyone to individually write down their 5 top insights from any exercise or interaction.

2. Each team member shares their ideas and sticks them on the wall.

3. Cluster the similar ideas and see what jumps out.

4. This can be done at various points throughout the process and be sure to keep your post-its so you remember them!
Finding Patterns & Themes

Purpose of this exercise:
Spotting common themes from the interviews, idea generation sessions or insights you gathered.

Expected outcomes:
A short list of refined insights that represent patterns or themes that stand out from your array of notes and insights.

Expected Campaign Canvas outcome:
None.

How this exercise leads to the next section:
This is yet another way to surface insights that you will use to build focus questions for your creative workshop.

Facilitation Pointers:
You don’t need to do all of these, so long as the group can reach consensus on what the loudest insights were in relationship to the questions you began with.
**Exercise 3: Finding Patterns & Themes**

**Step by step**

1. Gather all the notes, post-its, inspiring quotes and ideas from previous sessions you have run.

2. Begin to plot the interesting ones on a wall or board and categorise them as you wish.

3. Start to look for patterns or similarities and move around the postits as you want.

4. Discuss, debate and keep moving them until you have some clear patterns that could give direction to your strategy and creative direction.
Exercise 4

Insight Statements

Purpose of this exercise:
Transforming learnings and interpretations from your conversations and interactions with target audiences into key insights. These are the building blocks for creating Focus Questions for your creative workshops.

Expected outcomes:
A set of concise sentences of your key insights from your sensing methods.

Expected Campaign Canvas outcome:
Once you fit it all together, you might wind up with revised thinking on some of what you’ve already put in the Canvas from earlier, and you may have a better idea of some risks and assumptions.

How this exercise leads to the next section:
Formulating all of your insights into Insight Statements is a necessary step to create focus questions and put the research to direct use.

Facilitation Pointers:
Make sure not to skip the final step — checking to ensure that the insight statements actually convey a new perspective or something useful about the problem and target audience.
Exercise 4: Insight Statements

Step by step

1. Identify the key overarching themes that came out of your interviews or research.

2. Take each theme and try to rephrase it as a short statement — the core of the theme or the insight. Try using the POV formula on page 79 if you are stuck.

3. Once you have a list of these statements go through and prioritise based on what you are trying to achieve — your initial challenge. You should end up with 3-5 top insight statements.

4. Go back and recheck them — make sure they convey a new perspective or something useful about the problem and target audience.

Tips for writing insights

- Keep to one sentence
- Be clear and single-minded
- Imagine it as a statement spoken by the people themselves
- Think about starting the sentence with “I…”
- Use people-centric language – not campaign language
- Express the emotional factors that lead to behaviour
- Choose verbs like “want” “need” “wish” “love” or “believe”
Exercise 4: Insight Statements

Insight Statements Worksheet

Interview Team:

WHAT ARE YOUR INSIGHTS?

INSIGHTS are a concise expression of what your have learned from your research and inspiration. They are the “AHA” (or even “HAHA!”) moments and unexpected learnings.

REMEMBER

POINT-OF-VIEW (POV):
Makes an insight specific to a person or target group.
PERSON + BARRIER/MOTIVATION + INTERPRETATION = POV

INSIGHTS

5-10 KEY INSIGHTS FROM ALL YOUR INTERVIEWS

Download template:
Download A4 Template
Download A1 Template
What are Focus Questions?

We combine goal + strategy + audience insights to create a starting point for idea generation, called Focus Questions.

Focus Questions can narrow down, broaden or deepen our original goal and strategy into a compelling question that begs to be answered. A good focus question will leverages the new findings from your sensing work and can help you articulate a first draft of your project goal.

Focus questions provide a direction and begins to outline the contours of a ‘solution space’ that will be your springboard for generating many new ideas.

**Before creating focus questions, you need to understand:**

**The challenge** – What are we trying to change, the goal, the outcome?

**The desired outcomes** - What type of ideas are we looking for? How ambitious? Any other criteria? Who decides and how?

**The workshop situation** - How much time? Where are they in the process? What participants and how many?

You should then generate a quantity of “How might we” questions from your current understanding of the challenge and insights. Test them out to see if they immediately create ideas for a solutions. Select those that generate many ideas of the type that meets your campaign challenge.
Exercise 5
Focus Questions

Purpose of this exercise:
Translating your insights into opportunities to design solutions by reframing them as “how might we” questions.

Expected outcomes:
"How might we..." questions for your challenge and target audiences. These questions are used at the beginning of idea generation and development to frame the challenge and offer participants the opportunity to answer the question in a variety of ways.

Expected Campaign Canvas outcome:
Your focus question is a draft of your goal for box 7. If you already have a draft of your goal you can also use this to help craft your focus question.

How this exercise leads to the next section:
This is the start of idea generation.

Facilitation Pointers:
Make sure you take the time to get this right; it might be better if done by the facilitation team and then checked with the broader group, rather than as a full group activity.
Exercise 5: Focus Questions

Step by step

1. Start by creating focus questions based on your strategy, audiences and what you want to achieve with the project. Write many different versions to explore the format and the best way to phrase a question that will generate ideas.

2. Now try to integrate your insight statements rephrasing them as part of the “how might we” formula to create questions. Try different ways of rephrasing each of your insights and goal into How might we questions.

3. Now take a look at your questions and which ones allow for a variety solutions? It can be tricky, the best way to know if your question will work is to try it yourself in your small team. What kind of ideas does the question inspire? Does the question take you in the direction of ideas that will solve your challenge?

4. Your final selection shouldn’t be too broad, it needs to be narrow enough to frame your challenge, yet also open up for wild ideas.

“How might we...” formula:

How might we (ACTION) (NOUN) (QUALIFIER) (END RESULT)?

How might we involve tech workers to co-create innovative solutions and sustainable tech-products?
Exercise 5: Focus Questions

Mash-Up Worksheet

MASH-UP

General / open focus questions can become more specific / inspiring / useful / relevant if you mash them up with things you’ve found in your research and sensing process.

FOCUS QUESTION

INSTRUCTION
1. Write FQs
2. Write insights, trends or tech
3. Mash-up by combining columns and rows and fill out the grid with new focus questions

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Define  Sense  Create  Prototype & test  Plan & pitch
Exercise 6: Focus Questions

Formula Worksheet

FQ FORMULA

Formulating a useful focus question can be easier with a bit of structure.
Structure the focus questions using the FQ formula: “How might we (ACTION) (OBJECT) (QUALIFIER) (END RESULT)?”

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Purpose of this exercise:
Putting it all together and creating a quick outline of your project plan and as an ongoing tool to track, respond and adapt to changes that affect your strategy or plan.

Expected outcomes:
At this point you should have a first draft (in the form of post-it notes) on the canvas template boxes 1 through 5, possibly 6. These will continue to be refined throughout the five modules so don't worry if they are not perfect.

Expected Campaign Canvas outcome:
If you introduced this at the start and have been filling in as you go along, you might already be there, or you could take this moment to pause and reflect on what you have come up with during each exercise and add outcomes to the canvas.

How this exercise leads to the next section:
None of note.
1. Update your canvas with what you have learned during the sensing phase. Have your ideas about your audiences changed? Have you verified assumptions or uncovered new risks? Do you already have some idea of what the story is?
Exercise 6: Campaign Canvas, contd.

**Campaign Canvas**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>What is your long term vision for what you want to achieve with this campaign?</td>
<td>Based on the problems we’ve identified that contribute to the current situation, what needs to change?</td>
<td>What relationships, trends or events currently have influence/helps sustain the current situation or could shift it?</td>
<td>Who do we need to bring about this change? Who has influence? Who is affected? And who can we collaborate with?</td>
<td>What assumptions have we made about how the system will respond? Why do we believe this plan will succeed?</td>
<td>What is the specific goal for the project?</td>
<td>What does success look like?</td>
<td>What are the key elements of the new narrative we want to create? What will inspire key audiences and allies to act?</td>
<td>How will we know we’re on the right path?</td>
<td>How can key audiences and allies help bring about this change? What are our asks to them?</td>
<td>Why might this plan fail? What resistance could we face? Are there risks to staff or the organisation?</td>
<td>What will we track and measure to show we are making progress towards our objectives?</td>
</tr>
</tbody>
</table>

Large templates to print the Campaign Canvas for your workshop can be found at the bottom of the page as well as at the end of the guide. You can also keep it and post it in your office so everyone can see it and update it as the plan changes. The orange boxes are the ones to keep an eye on and update as the external context changes, leading to needed shifts in what you’ve put in the grey boxes.

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**Focus Questions Mash-Up Worksheet**
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