



**POSSible!**

**POSSible! Design Thinking Toolkit**  
空間大可能！設計思維工具包

Vol. 1  
第一冊

# Toolkit in Essence 工具包精要

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CREATEHK

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# INTRODUCTION

## 簡介

POSSible! Public Open Space Design Lab is a cross-sectoral design empowerment initiative that began in August 2021. Its goal is to explore innovative design opportunities to reinvent public open space (POS) in Hong Kong using Design Thinking. This initiative focuses on designing future POS in high-density cities, emphasising sustainable development and improving residents' quality of life.

A set of tailor-made Design Thinking Toolkit and Design Guide has been developed under the Good Design-led Framework. It promotes a participatory process to guide sustainable POS development.

The initiative is organised by the Architectural Services Department of the Government of the Hong Kong Special Administrative Region (ArchSD), with funding support from Create Hong Kong (CreateHK), an office established by the Government of the Hong Kong Special Administrative Region to spearhead the development of creative industries in Hong Kong. The Hong Kong Design Centre (HKDC) is the Design Thinking Advisor for this initiative, while Neighbourhood Innovation Lab by Architecture Commons and One Bite Design Studio are commissioned as the Implementation Consultant and Design Guide Consultant, respectively.

「空間大可能！」是一個跨界別設計工作小組，自 2021 年開始，致力透過設計思維重新發展香港公共空間，探討並發掘創新的設計意念。這個項目聚焦於高密度城市的未來公共空間設計，特別強調可持續發展及提升市民的生活質素，當中依據「優秀設計框架」，促使公眾參與主導可持續發展的公共空間，繼而推出一套度身訂造的設計思維工具包和一份設計指南。

此項目由香港特別行政區政府建築署（以下簡稱建築署）主辦，蒙一直支援香港創意產業發展的香港特別行政區政府專責辦公室「創意香港」贊助。另外，項目亦分別委託了香港設計中心為設計思維顧問、Architecture Commons 鄰里關係研究所為執行顧問及一口設計工作室為設計指南顧問。

# 1.1

## Project Background 項目背景

This project investigated 6 common POS types in Hong Kong: Sitting-Out Area, Public Play Space, Plaza, Public Park, Waterfront Promenade, and Country Park. A total of 24 POS sites in Hong Kong were selected for the Field Survey (November to December 2021), and 12 of them (2 each from the 6 POS types) were shortlisted for 2 series of POSSible! Design Thinking Workshops (November 2021 to September 2022).

During the Field Survey, POS ambassadors observed the current usage patterns of the 24 POS sites and the behaviours and interactions of various user groups with common POS elements. They identified the essential elements that suit user needs in different POS types. Literature Review and Case Studies were conducted in parallel to review relevant local and overseas best practices, guidelines, research projects, and business models related to various POS. Meanwhile, the eight workshops in POSSible! Design Thinking Workshop Series 1 identified key pain points faced by the public, government departments, professionals, and businesses when using the 6 POS types. To synthesise and localise theory, experience, observation, and engagement, The UN-Habitat Dimensions for Quality Public Space Assessment were used to form the Good Design-led Framework for POS based on the context of Hong Kong.

From August to September 2022, the organisers launched POSSible! Weeks to catalyse collaboration between the 3 key stakeholders: the government, the industry, and the public. It included the POSSible! Design Thinking Workshop Series 2 and the POSSible! Symposium - POS Design. During the workshops, planning professionals and design practitioners were invited to delve into the practical issues on POS policies and design. They were also invited to review the POSSible! Design Guide and POSSible! Design Thinking Toolkit. Each workshop kicked off with speakers from Hong Kong and overseas presenting case studies for discussion. The POSSible! Symposium, another highlight event, gathered international speakers from a variety of professions to discuss Design Thinking and POS innovations in Hong Kong. The symposium facilitated dialogues between the global and local speakers and included a sharing session to exchange ideas on the POSSible! Design Guide and POSSible! Design Thinking Toolkit to formulate better strategies to design POS.

是次研究包括六種公共空間，包括郊野公園、休憩處、廣場、海濱長廊、公共公園及公共遊樂場。我們從中挑選了 24 個公共空間，於 2021 年 11 月至 12 月期間作實地考察，其中十二個空間（每種公共空間類別均有兩個案例），則選為 2021 年 11 月至 2022 年 9 月舉辦「設計思維工作坊系列（一）及（二）」的背景資料。

在實地考察期間，公共空間大使針對現時二十四個公共空間的使用模式、使用者的行為及使用者之間的社群互動進行觀察，判斷哪些公共空間的基本元素更符合某類型公共空間使用者所需。透過探討文獻及案例，我們審視了本地及海外各類公共空間的最佳實踐、指引、研究工作及作業模型。同時，「設計思維工作坊系列（一）」的八場工作坊就使用及管理香港六種公共空間上，蒐集了公眾與不同的政府部門、專業人士和行業遇到的問題。其後，我們亦參照聯合國人居署優質公共空間評核範疇，制定適合香港本土的「優秀設計框架」，着力融合理論與經驗、觀察與實踐。

在 2022 年 8 月至 9 月的「空間大可能！大行動週」，我們為促進政府、業界及公眾三大持份者交流合作，舉辦了「設計思維工作坊系列（二）」及「空間大可能！公共空間設計研討會」。工作坊邀請了專業的規劃師及設計師一同探討公共空間的制度及設計實踐，從而進一步審視「空間大可能！設計指南」及「空間大可能！設計思維工具包」的內容，每節工作坊均邀請到本地及海外講者作案例分享和討論。而另一焦點活動「空間大可能！公共空間設計研討會」則匯集香港及海外不同界別的專家作深入對談，闡述設計思維及香港公共空間的創新設計，並於其中一分享環節中交流對於「空間大可能！設計指南」及「空間大可能！設計思維工具包」的想法，以推展公共空間設計的良方。

# POS Types 公共空間類型

While there are varied systems of POS classification in Hong Kong, this project focuses on the 6 POS types that ArchSD implements.

As these 6 POS types can vary widely based on factors such as size, location, managing organisation, and user group, a thorough understanding is necessary to define their characteristics and roles in the urban fabric and thus help create specific design solutions and concepts.

目前，香港有許多不同的公共空間分類系統。此工具包主要著重於六種由建築署規劃的六種公共空間類型。

由於六種公共空間的大小、地點、管理機構及使用者種類大相逕庭，整全的理解可以幫助我們設下特定的設計方案及概念，以釐定該公共空間在城市脈絡之中的特性及角色。

Types of POS 公共空間類型	Common Names 通用名稱	Size (ha) 面積 (公頃)	Designed by 設計者
<p><b>Sitting-Out Area</b> 休憩處</p> <p>Relatively small plot of open area dotted all over Hong Kong. One common way to utilise left-over spaces in densely built residential areas and commercial areas.</p> <p>零散分佈在香港各處、範圍較小的開放空間，常見於密集的商业或住宅區之中，由剩餘土地轉化而成。</p>	<p><b>Sitting Out Areas, Rest Gardens, Civic Triangles, Pet Gardens</b> 休憩處、休憩花園、康民角、寵物公園</p>	< 0.5	<p>ArchSD, Leisure and Cultural Services Department(LCSD), Private Developers, Design Practitioners 建築署、康樂及文化事務署、私營發展商、設計師</p>
<p><b>Public Play Space</b> 公共遊樂場</p> <p>Open area with recreational, community-based facilities and equipment designated for play.</p> <p>供遊戲玩樂、配備社區設施和遊戲設備的開放空間。</p>	<p><b>Children's Playground, Elderly Fitness Corner, Fitness Area, Playscape</b> 兒童遊樂場、長者健體園地、遊戲地景</p>	< 1.0	<p>ArchSD, LCSD, Hong Kong Housing Society(HKHS), Hong Kong Housing Authority(HKHA), Quasi-Governmental Organisations, Design Practitioners 建築署、康樂及文化事務署、香港房屋協會、香港房屋委員會、半公營機構、設計師</p>

Types of POS 公共空間類型	Common Names 通用名稱	Size (ha) 面積 (公頃)	Designed by 設計者
<p><b>Plaza</b> 廣場</p> <p>Open area next to, or surrounded by landmarks and signature buildings, such as shopping malls, train stations, or cultural institutions.</p> <p>在建築地標旁的開放空間，例如商場、鐵路車站、文化機構。</p>	<p><b>Square, Civic Square, Public Plaza</b> 坊、文娛廣場、廣場、場、平台、地台</p>	< 0.5	<p>ArchSD, LCSD, HKHS, HKHA, Quasi-Governmental Organisations, Private Developers, Design Practitioners 建築署、康樂及文化事務署、香港房屋協會、香港房屋委員會、半政府機構、私營發展商、設計師</p>
<p><b>Public Park</b> 公共公園</p> <p>Often function as "green lung" within urban areas to serve district and local needs.</p> <p>通常作為市區的「綠肺」，以滿足當區的需要。</p>	<p><b>Urban Parks, Urban Fringe Parks, Neighbourhood Parks, Garden</b> 市區公園、市區邊緣公園、社區園圃、花園</p>	> 1.0	<p>ArchSD, LCSD, Quasi-Governmental Organisations, Design Practitioners 建築署、康樂及文化事務署、半公營機構、設計師</p>
<p><b>Waterfront Promenade</b> 海濱長廊</p> <p>Linear or elongated leisure walkway and flexible activity space along the water edge, usually with views to special features such as panoramic harbour night views and spectacular skyline.</p> <p>線性或細長、位於沿岸的休閒步道及活動空間，通常可以欣賞到海港夜景和壯觀的天際線。</p>	<p><b>Foreshore Walk, Promenade Walk, Harbourfront Promenade, Boardwalk</b> 前濱、河畔公園、海濱長廊、步行道</p>	> 1.0	<p>ArchSD, Civil Engineering and Development Department(CEDD), LCSD, Design Practitioners 建築署、土木工程拓展署、康樂及文化事務署、設計師</p>
<p><b>Country Park</b> 郊野公園</p> <p>Large area of natural landscape designated for the purposes of nature conservation, countryside recreation and outdoor education.</p> <p>大範圍的自然環境，一般作自然保護區、郊野康樂及戶外教育之用。</p>	<p><b>National Park, Walking Trail, Family Walk, Nature Reserve</b> 國家公園、步行徑、家樂徑、自然保護區</p>	<p>Smallest - 47; Largest - 5,646 最小47; 最大5,646</p>	<p>ArchSD, Agriculture, Fisheries and Conservation Department(AFCD), Design Practitioners 建築署、漁農自然護理署、設計師</p>

## 1.2

Introducing Good Design-Led Framework  
引進優秀設計框架

A desirable POS consists of many components, including hardware, software, organisation processes (orgware), and even considerations beyond POS design. Ultimately, these components stem from 1 of the 3 Aspects. They are determined through literature review and analysis, global case studies, and design guidelines performed during the early stages of the project.

While it is crucial that all POS users are taken into account during the design process, we believe that a desirable POS should also improve people's quality of life, enhance environmental sustainability, and be able to keep up with the ever changing needs of our cities. These 3 Aspects and the following 10 Good Design-Led Values all stress the importance of desirable POS in contributing to the sustainability of our cities, which we believe should be the guiding principle of the Design Thinking Toolkit and the Design Guide. To decide which Value(s) are in priority for a specific project, use the **10 Good-Design Led Values Cards** in the Design Thinking Toolkit to aid discussions or look for more details in the Design Guide.

一個令人嚮往的公共空間是由很多元素組成，包括硬件、軟件、組織過程，甚至是公共空間設計以外的考慮。根據項目早期研讀和分析相關文獻、全球案例研究和設計指南，這些元素都是建基於下列的三個層面。

一個令人嚮往的公共空間亦應該考慮公共空間使用者的需要，從而提升市民的生活質素、令環境達至可持續發展，而且能與時並進切合城市中不斷的改變和需要。我們相信這三個層面在此提綱挈領，突顯令人嚮往的公共空間能貢獻城市未來的持續發展。使用設計思維工具包的**十項優秀設計價值卡**作為討論點，或查看設計指南，幫助團隊因應項目不同的情況而決定需優先考慮的價值。



**Design for People**  
 人本設計

**How POS design can respond to people's needs, including their changing needs.**

Echoing the United Nations' Sustainable Development Goal 11, the first Aspect, Design for People, is all about ensuring the desirable POS is inclusive, safe, and enjoyable for all users. Not only are physical elements of POS design covered in this part, but also the community activities, placemaking, and public participatory processes that make the POS an integral part of our everyday lives, and improve our quality of life.

**如何設計公共空間以回應人們不斷改變的需求。**

回應聯合國「永續發展目標」第11項，首個人本面向的設計層面，關乎確保令人嚮往的公共空間是共融、安全且可供任何使用者享受的地方。這不只是指公共空間設計的物理層面，亦包括社群活動、地方營造、公眾參與等領域，使公共空間成為我們日常生活之中不可或缺的部分，並提升我們的生活水平。


**Design for Environment**  
 環境空間

**How POS design can mitigate environmental issues and strengthen micro-climates to ensure environmental resilience.**

Noting the importance of ensuring the environmental sustainability of our cities, we referenced key concepts, such as biophilic city, sponge city, and microclimate in developing our Good Design-led Framework. The second Aspect, Design for Environment illustrates how a well-designed POS could become a crucial part of the city's climate and conservation strategy, while responding to the United Nations' Sustainable Development Goals 13 and 15.

**如何設計公共空間以緩解環境問題及加強微氣候及環境應變能力。**

考慮到環境可持續發展的重要性，我們將親自然城市、海綿城市、微氣候等主要概念都囊括在「優秀設計框架」以內。環境面向的設計作為第二個層面，闡明一個設計優秀的公共空間如何成為城市氣候和保育策略中的重要部分，同時回應聯合國「永續發展目標」第13及15項。


**Design for Future Planning**  
 未來規劃

**How POS design can accommodate future city development in addition to present capacity.**

As our cities evolve, so do our needs and aspirations for a desirable POS. Referencing emerging urban planning concepts, each with different implications on the form, function, management and design process of POS, the third Aspect of our framework, Design for Future Planning, offers insights on how POS could be designed to strengthen urban resilience on a city scale, while coping with future city development.

**如何設計公共空間以應付未來城市發展。**

隨着城市變遷，我們對於令人嚮往公共空間的需求和想像同樣不斷變化。參考近期的城市規劃概念，公共空間的不同形態、功能、管理、及設計流程都具有不一樣的意義，未來規劃面向的設計作為第三個層面，闡述公共空間的設計如何加強城市的韌性，同時應對未來城市發展力。

**Value 1**  
價值

**Inclusivity and Comparable Experiences for All**  
共融及彼此相仿的體驗

A desirable POS should promote equity and create a welcoming environment where everyone can easily enter, navigate, and use the facilities. Ensuring comparable user experiences for diverse groups is critical to allow users of all abilities and backgrounds to fully utilise and enjoy the POS.

一個令人嚮往的公共空間，可以透過創造共融環境來促進人人平等，包括讓任何人自由進入、尋找方向和使用設施。創造一個相符的使用者體驗，是令不同能力和背景的使用者能各取所需、享受公共空間的關鍵。

**Value 2**  
價值

**Safety, Spaciousness and Adequate Functional Provision**  
安全、寬敞及充足的功能

A desirable POS should offer safe, comfortable environments where everyone can intuitively identify the different usage of spaces. Clean, well-functioning and flexible spaces are key to accommodating diverse uses.

一個令人嚮往的公共空間能提供安全舒適的環境，並令每個人都可以容易分辨各種空間的不同用途。乾淨、功能良好且靈活的空間是容許多用途使用的關鍵。

**Value 3**  
價值

**Vibrancy and Enjoyment**  
有活力及樂趣的空間

A desirable POS should foster the well-being and flourishing of its users by providing aesthetically-pleasing environments that encourage the enjoyment of spaces and activities. Diverse and engaging experiences and opportunities for testing and new ways of play, inspire users to explore different ways of public life beyond basic provisions.

一個令人嚮往的公共空間可促進使用者的身心健康，包括營造美觀和具吸引力的環境，鼓勵使用者享受空間及活動。透過多樣化和引人入勝的體驗和機會，引導使用者在公共空間內發掘各種的生活方式。

**Value 4**  
價值

**Distinctiveness and Relevance**  
獨特性及社區的認同感

A desirable POS should reflect its neighbourhood, context, and social setting. It should express the local character and communal aspirations of its users. Enabling spaces to foster collaboration and interaction strengthens communal life and is integral to a united community.

一個令人嚮往的公共空間能反映鄰里、場域和社群特性，並能彰顯當地特色和使用者的共同願景。它能夠促進社區協作和互動，是一個團結的社區不可或缺的部分。

**Value 5**  
價值

**Openness for Participation**  
開放態度及社區參與

A desirable POS should actively engage its users. The input and feedback from users keep the POS lively and help cultivate social bonds in the neighbourhood.

一個令人嚮往的公共空間能積極地吸引使用者。使用者的投入和意見會令公共空間更有活力、更能凝聚社會鄰里的力量。

**Value 6**  
價值

**Biophilic Design**  
親近自然的設計

A desirable POS should connect users with nature. It can provide an oasis where city dwellers can escape the hustle and bustle of urban life and enjoy the physical, mental, and environmental benefits of interacting with nature.

一個令人嚮往的公共空間能將使用者與大自然聯繫起來，而使用者透過與大自然之間的互動，可感到身心舒暢。它是城市中的綠洲，是遠離城市喧囂的好去處。

**Value 7**  
價值

**Optimal Microclimate**  
宜人的微氣候

A desirable POS should combat the urban heat island effect and cool down the city, providing users with a comfortable experience year-round.

一個令人嚮往的公共空間，能減輕城市熱島效應，並為使用者提供全年舒適的體驗。

**Value 8**  
價值

**Sustainable Environment and Ecosystem**  
可持續的環境及生態系統

A desirable POS should enhance environmental sustainability and longevity to become a lasting part of the city's green infrastructure and support all life within it.

一個令人嚮往的公共空間，能提高環境的可持續性、延長環境的壽命，並使其成為城市綠色基礎設施的一部分。

**Value 9**  
價值

**Responsiveness and Catalyst for Neighbourhood**  
積極回應及社區催化

A desirable POS should be agile and resilient. In addition to fulfilling the community's ever-changing needs, it is critical to enable the POS to proactively extend its influence to drive positive social change and absorb crises to sustain dynamic urban life.

一個令人嚮往的公共空間，是「反應敏捷」及具彈性的。它除了滿足不斷改變的社區需求外，同時可以積極擴大其影響力、推動正面的社區轉變。它亦可以把社區的危機吸收消化，讓城市生活保持活力。

**Value 10**  
價值

**Multidisciplinary Integration**  
跨界別合作

A desirable POS requires thorough considerations from across disciplines to operate, function, and evolve sustainably into the future, starting from the early stage of development. It must align with urban planning frameworks and global aspirations to address long-term environmental, social, and economic needs and deliver enduring value.

一個令人嚮往的公共空間，由早期階段便須有跨界別的思維，確保它能持續地運營和發展。它必須與城市規劃框架和全球願景保持一致，以應付長遠的環境、社會和經濟需求，並保持它的價值。

# 1.3 Design Thinking Toolkit and Design Guide 設計思維工具包與設計指南

The POSSible! Design Thinking Toolkit and POSSible! Design Guide share the same core values and framework, and aim to provide comprehensive guidance and assistance for designing desirable POS with design thinking and innovative approaches.

The POSSible! Design Thinking Toolkit applies the design thinking methodology to POS projects through a 3-component framework. It aids POS practitioners in forming a set of actions and tools that best suit the project's needs. The combinations of actions and tools guide practitioners to better understand the dynamics between the team, POS users, and stakeholders in the design process.

This Design Thinking Toolkit is specifically designed for POS projects but its usage can be extended into other types of projects. Furthermore, It enables a sustainable process to build the team's culture and capability towards adopting, developing or implementing an innovative and experimental methodology. Use in conjunction with the POSSible! Design Guide can achieve greater design results.

The POSSible! Design Guide comprises 3 volumes and an interactive web platform. It provides a set of guidelines that advocates for a user-centred approach when designing a desirable and inclusive POS. Supplemented with ample case studies and worksheets, the Design Guide is formulated to accompany users through different stages of POS projects.

Apart from the core values shared, the Design Guide and Design Thinking Toolkit support each other in detail. The applicable design strategies in the Design Guide can lead everyone to corresponding action combos that facilitate the design process in the Design Thinking Toolkit. Detailed tools are also linked with design considerations in the elaboration of the Design Guide. With the two linked closely with each other, one can discover an innovative Design Thinking process interwoven in POS development.

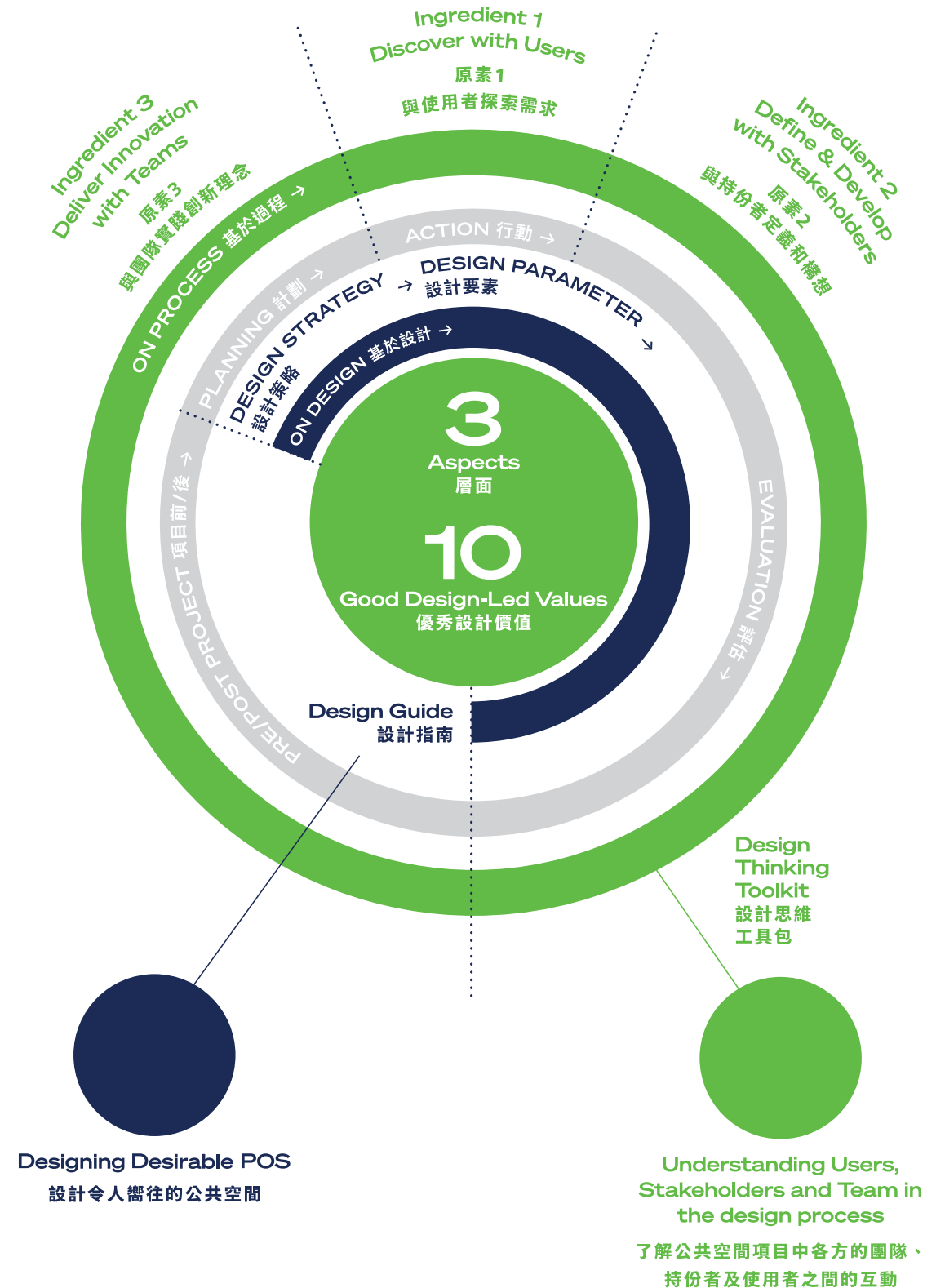
「空間大可能！設計思維工具包」及「空間大可能！設計指南」建基於相同的理念及框架，為使用者提供全面策略引導，輔助團隊以設計思維創新公共空間設計。

「空間大可能！設計思維工具包」就公共空間項目中應用設計思維，規劃了一個具備三種原素的框架。這是一個可靈活調整的互動工具包，協助從事公共空間項目工作的人士。透過組合不同行動和工具，能夠增進不同團隊成員的能力，讓他們更了解公共空間項目中各方的團隊、持份者及使用者之間的互動。

雖然設計思維工具包專為公共空間項目而設，但也可以應用於其他類型的項目使用。這套工具包更能讓項目團隊持續地建立其文化和能力，以實現一套創新和富實驗精神的管理模式。結合這套工具包與「空間大可能！設計指南」一併使用，有助手上的工作貫徹設計的目標。

「空間大可能！設計指南」包括三份小冊子及一個互動網上平台，裏面提供了一套設計導引，提倡採用以使用者為本的方式達至令人嚮往而共融的公共空間設計。其中亦附帶各種參考案例及工作紙，協助應付不同工作階段的需求。

「空間大可能！設計指南」及「空間大可能！設計思維工具包」除了建基於相同理念，同時亦相輔相成。設計指南內每一個設計策略都有相應的「公共空間行動組合」，幫助使用者推進設計過程。而設計指南的內文亦有明確標示出適用的設計思維工具供使用者參考。兩者互相緊扣，有助達至更佳設計成果。



## Work Stages & Standard Workflows

### 工作階段及標準工作流程

Designing a POS takes years and requires the collective effort of many people. We understand that different needs arise at each stage of a project. The POSSible! Design Thinking Toolkit will facilitate your POS design needs along the way with the POSSible! Design Guide. Refer to the table below to locate your current and upcoming work stages and identify which tools from the Design Thinking Toolkit and Design Guide can help!

公共空間設計項目需時多年，同時牽涉眾人協力才能完成。我們明白項目在不同階段會有不同需要，因此「空間大可能！設計指南」及「空間大可能！設計思維工具包」會幫助你一步步促成公共空間的設計。透過以下表單鎖定此刻及將來的工作階段，讓你確定從何入手應用設計指南及設計思維工具包！

<b>Good Design-Led Workflows</b> 優秀設計工作流程	<b>Work Stages in Public Projects</b> 公營項目的工作進程	<b>Corresponding Stages in Private Projects</b> 私人項目的相應工作進程
<p><b>Pre-Project Phase</b> 項目前期階段</p> <p>Pre-Project Phase explores opportunities for design innovation in upcoming POS projects.</p> <p>就着將來的公共空間項目，探索設計創新的機會。</p>		
<p><b>Planning</b> 計劃階段</p> <p>Planning refers to stages in a project where the brief and feasibility of a project are being formulated.</p> <p>項目概要及計劃的可行性已確立。</p>	<p><b>Project Definition Statement</b> 工程界定書</p> <hr/> <p><b>Technical Feasibility Statement</b> 技術可行性說明書</p>	<p><b>Brief Formulation</b> 建立項目簡述</p> <hr/> <p><b>Feasibility Study</b> 可行性研究</p> <p><b>Planning Approval</b> 規劃許可</p>

<b>Actions you can take from POSSible! Design Thinking Toolkit</b> 「空間大可能！設計思維工具包」的參考行動	<b>Benefits from POSSible! Design Guide</b> 使用「空間大可能！設計指南」的好處
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><b>Expand Knowledge</b> 增廣見聞</p> </div> <div style="text-align: center;">  <p><b>Align</b> 協調校準</p> </div> <div style="text-align: center;">  <p><b>Innovate</b> 推動創新</p> </div> </div>	
<div style="text-align: center;">  <p><b>Mobilise</b> 資源調集</p> </div>	<ul style="list-style-type: none"> <li>● To identify the appropriate Good Design-led Values and Design Strategies to be adopted.</li> <li>● 決定選取適合的優秀設計價值及設計策略。</li> </ul> <hr/> <ul style="list-style-type: none"> <li>● To define the details of design brief using POSSible! Design Parameters.</li> <li>● To gather project proponents from the 6 personas to facilitate meetings and discussions.</li> <li>● 使用「空間大可能！設計要素」以定義設計概要。</li> <li>● 集合六種角色以促成會議及討論。</li> </ul>



**Good Design-Led Workflows**  
優秀設計工作流程

**Work Stages in Public Projects**  
公營項目的工作進程

**Corresponding Stages in Private Projects**  
私人項目的相應工作進程

**Action**  
行動階段

Action is an important component in a project where design and construction are executed. It is also a stage where stakeholder relationships are built and their ideas are incorporated into the design process.

計劃的重要一環是設計及工程的實施，持份者的關係在此時建立，同時，他們的意念亦會融入設計過程。

**Sketch/Outline Design**  
草擬設計

**Concept Design**  
概念設計

**Schematic Design**  
方案設計

**Detailed Design**  
詳細設計

**Detailed Design**  
詳細設計

**Documentation & Tendering**  
招標文件及招標過程

**Documentation & Tendering**  
招標文件及招標過程

**Construction**  
工程施工

**Construction**  
工程施工

**Evaluation**  
評估階段

Evaluation happens during the post-occupation period where users and management teams have moved in or taken over the project.

使用者及管理小組入駐場地或已接手項目，評估階段便開始。

**Defects Liability Period**  
維修責任期

**Defects Liability Period**  
維修責任期

**Post-Project Phase**  
項目後階段

Post-Project Phase allows project teams to critically reflect on completed project and gain applicable knowledge for use in future POS planning.

公共空間項目小組會對已完工的項目作批判性的反思，藉此累積知識，為未來公共空間的規劃鋪路。

**Actions you can take from POSSible! Design Thinking Toolkit**  
「空間大可能！設計思維工具包」的參考行動

**Benefits from POSSible! Design Guide**  
使用「空間大可能！設計指南」的好處



**Empathise**  
易地而處

**Define**  
問題定義

**Ideate**  
創意動腦

**Prototype**  
原型製作

- To get inspiration in the design process. To review the quality of the POS design.
- To get tips and references for design and work processes.
- 在設計進程中取得靈感，評核公共空間設計的質素。
- 取得有關設計及工作進程的提示及參考。

- To evaluate the desirability of design before things get built.
- To facilitate discussions on maintenance and management innovation.
- 在開始施工之前，評估設計是否令人嚮往。
- 促進有關維修保養及創新管理的討論。

- To facilitate discussions on maintenance and management innovation.
- 促進有關維修保養及創新管理的討論。



**Validate**  
檢查驗證

- To evaluate the desirability of the design output.
- To identify areas for improvement in existing POS designs for future project planning.
- 評估設計成果是否令人嚮往。
- 確認現時公共空間設計可作改善的範圍，為未來公共空間的規劃鋪路。



**Expand Knowledge**  
增廣見聞

**Align**  
協調校準

**Innovate**  
推動創新

# 1.4

## What Is Design Thinking? 設計思維是甚麼？

The design thinking process goes through phases of understanding needs, exploring ways out and then prototyping solutions for evaluation. The steps are not linear, and can occur simultaneously and be repeated. A 5-stage model promoted by the d.school of Stanford University is adopted in this Design Thinking Toolkit. The model incorporates a total of five stages: empathise, define, ideate, prototype and test.

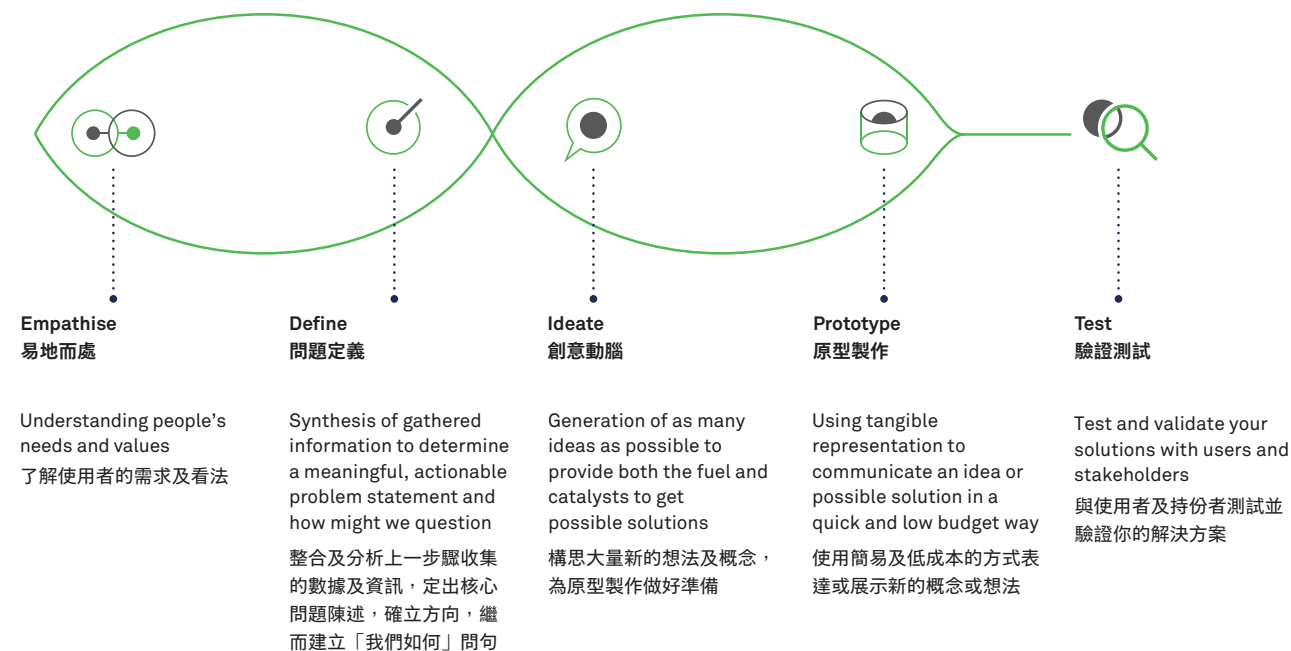
**Empathise** focuses on understanding people's needs and points of view. This step is followed by **Define** which involves synthesising gathered information to determine a meaningful and actionable statement. **Ideate** comes after defining the problem, which involves generating as many ideas to provide catalysts for building **Prototypes** to arrive at feasible solutions. At last, the **Test** stage involves validating the solutions, whether they have responded to the core problems and needs identified at previous stages.

The design thinking approach in this toolkit integrated the 5-stage model with the Double Diamond model, which is another design thinking model that is often used in practice. Proposed by the UK Design Council, this model features two stages of divergent and convergent thinking.

「設計思維」涵蓋理解需求、探索出路，以及測試解決方案原型的階段。這些步驟並不是線性的，可以同時發生並不斷重複調整。這份設計思維工具包所介紹的模式，由史丹福大學 d.school 提倡。整個框架包含五個步驟：「易地而處」、「問題定義」、「創意動腦」、「原型製作」及「驗證測試」。

「**易地而處**」着重以人為本，從人出發以其角度理解他們的需求和看法；其後在「**問題定義**」步驟中整合及分析上一步驟收集的數據及資訊，定出核心問題，確立探究方向。「**創意動腦**」意指竭力創造各式饒富創意的想法，繼而在「**原型製作**」中制作出不同的簡易原型進行測試，建立一些可行方案。最後以「**驗證測試**」驗證最終方案能否回應前階段發現的核心需求和問題。

此工具包將上述的五個步驟融匯進由英國設計委員會提出的雙鑽石模型，是另一個廣被使用的模式。當中包含兩個擴張及收窄的階段。第一個鑽石階段講求全面而深入了解使用者的需求，從中尋找方向及定義問題；第二個鑽石階段則需要構思大量的新想法，再選擇其中幾個來製作原型作測試。



The first diamond represents understanding the various needs and pain points from users and stakeholders, and then defining one problem to address. The second diamond represents ideating as many ideas as possible and selecting one idea for prototyping and testing.

Applying design thinking in design and operation of POS is important, as it allows different stakeholders to understand the perspective of people and thus achieve a human-centred POS design.

By putting the team through the lens of POS users and stakeholders, we allow them to explore new insights and co-create new design ideas based on people's needs and pain-points methodologically. Design thinking allows the team to practice the mindset for iteration, look into a situation from different perspectives, embrace co-creation, prototype and test ideas together with others, and develop creative confidence together.

Design thinking is an essential language that can be learnt, practiced and mastered with support by team members. There are no right or wrong solutions, only those supported by evidence, research, and iteration through reframing the right questions and finding possible answers through explorations.

By pushing the boundaries of design, design thinking can even expand beyond the scope of one project, influence the other projects and eventually cultivate an innovative culture within the team, the organisation, and even the society. This toolkit was developed to support this goal in mind.

在公共空間項目的設計與運作上，應用設計思維對於相關持份者來說非常重要。這種思維模式能夠讓他們代入他人角色中了解對方的觀點和需要，從而實踐以人為本的方式設計公共空間。

我們讓相關的團隊從使用者和持份者的角度出發，從中探索及發掘新的見解，接着基於核心的需要和問題，一起創造出嶄新的設計想法。設計思維能夠讓團隊養成持續改進的心態，熟習以不同的角度思考，擁抱共創、共同製作原型及測試新的想法，建立彼此對創意的信心。

設計思維的建立可透過學習、持續訓練及實踐，配合團隊各人互相支持，便可掌握箇中精髓。沒有任何一種解決方案是絕對正確或錯誤的。但每種解決方案須經過數據分析及實證來支持，並朝着合適的議題持續地探索並改進而立。

這種思維模式突破設計的界限，跨越單一項目的限制，可應用於多種項目之中；讓團隊、機構，甚至大眾能夠擁抱以人為本的設計價值，培養出創新文化。我們研製這個工具包的本意，就是務求達到以上的目標。

# TOOLKIT OVERVIEW

## 工具包概要

The POSSible! Design Thinking Toolkit is developed for POS practitioners, including government officials, designers, NGO operators and researchers. It is an interactive toolkit for applying design thinking on POS projects that can be flexibly adapted to expand the team's capability to better understand the dynamics in POS projects between the following parties: users, stakeholders and team.

It helps the team align with the Good Design-Led Values, and create a tactical tool to implement the design thinking approach step-by-step even with different project constraints. The tools are resources that help cultivate a new mode of thinking within the team, starting with bite-size actions towards flexibly adapting them for implementation. As the team becomes more familiar with the tools after practising on real cases, they will cultivate a culture towards design thinking and innovation as a habit and a mode of practice.

「空間大可能！設計思維工具包」專為從事公共空間項目工作的人士研發而成，包括政府官員、設計師、非政府組織運營者和研究員。這是一個可靈活調整的互動工具包，透過在公共空間項目上應用設計思維，能夠增進上述不同團隊的能力，讓他們更了解公共空間項目中使用者、持份者及團隊各方的互動。

這工具包有助團隊貫徹我們於項目第一階段時制定的「優秀設計價值」，具策略性地幫助團隊因應項目不同的情況，鋪排並逐步實踐以設計思維創新。隨着團隊在真實項目中越加熟習那些工具，這些工具便會成為他們培育嶄新思維模式的資源。他們終將把設計思維與創新文化，培養成他們的習慣和實踐模式。

## 2.1

### Who is this for? 為誰而設?

The toolkit supports the five roles listed below. These roles can be played out by teams that reside within the same department or organisation, but they could also be different consultants managed by the project proponent.

此工具包能為下列五種角色提供協助。這些角色可以是隸屬同部門或機構的團隊，也可以是由項目發起人管理的不同顧問團隊。

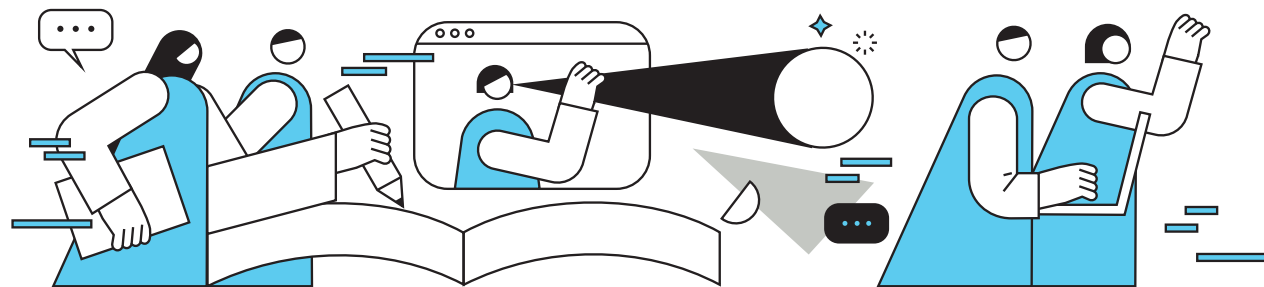
#### 1 Working Team 工作團隊

##### Government Departments 政府部門

Project management teams and design professionals involved in the day-to-day planning, management and execution of public projects are encouraged to use the toolkit - especially teams charged with the provision or re-provision of inclusive POS as an integral part of the overall development. The value of community engagement offered by the toolkit should allow government planning to gradually shift and adopt an approach that is more balanced and empathetic. Teams from the Project Department (that who implements the project), the Project Proponent (that who initiates the project) or any relevant maintenance departments would equally benefit from the toolkit's **definition, ideation, alignment and innovation** towards future POS design and maintenance.

公共空間項目 (尤其是與共融設計相關的項目) 的管理團隊和設計師在日常管理及執行工作時，我們鼓勵他們使用這個工具包。工具包有助體現社區參與的價值和重要性，有利政府部門日後可逐步轉至採納更富同理心和均衡的方式來設計和規劃項目。至於未來公共空間設計及維修保養工作方面，實施項目的相關部門、項目發起人，以至其他相關維修保養部門，亦可從工具包的「問題定義」、「創意動腦」、「協調校準」及「推動創新」等步驟中獲益。





## 1 Working Team 工作團隊

### Quasi-Governmental Organisations & Corporations 半公營機構 / 企業

Project management teams, design professionals and other related operational teams (e.g. public relations and property management teams) involved in POS development associated with larger non-POS developments can use the toolkit to engage better with the local community. Since the replacement of an existing POS with other commercial uses will likely lead to a stipulation of mandatory POS re-provision in the proposed development, the toolkit provides a way to earnestly incorporate user opinions early in the design process and avoid any potential stakeholder conflicts in later work stages.

在大型發展項目中設計公共空間時，這個工具包有助管理團隊、設計師及其他相關團隊（例如：公共關係及物業管理團隊）與當地社群好好接觸。新發展項目改變了原先作為公共空間的土地用途，在現時的規範下很可能須於新設計中提供新的公共空間。就此，這套工具包有助你在設計前期階段更有效地收集使用者的意見，儘量減低日後設計過程中與任何潛在持份者的意見衝突。

### NGOs & Think Tanks 非政府組織 / 智庫組織

Public policy researchers, analysts, and consultants who work closely with communities can apply the toolkit to explore ways to gather opinions, discover new possibilities of POS and bring about institutional change in POS design in the long term. The toolkit allows the research to go beyond desktop analysis through a systematic and structured approach in community engagement that further informs any future alignment with authorities responsible for POS design and management.

與不同社群緊密連繫的政策研究員、分析師及設計顧問，皆可透過這套工具包探索更多不同方式來收集意見，發掘公共空間設計的可能性，以及長遠地為公共空間設計帶來重大的改變。工具包探納一套系統化及步驟清晰的社區參與模式收集意見，讓你的研究超越桌面分析的層面，能夠按照需要和相關政府部門及管理團隊等加以協調。



## 2 Management Team 管理團隊

### Government Departments 政府部門

Directorate-level staff and senior management of government departments responsible for the initiation and implementation of POS are often valuable advocates with powerful voices in influencing institutional changes and innovating POS designs across Hong Kong. The toolkit gives better insights into how individual tools can be utilised by staff in different departments, teams, and seniority to build capacity in learning from successful projects. This helps stakeholders across the spectrum reach consensus and strategically bring meaningful change to the POS design culture within the entrenched governmental framework.

負責啟動和推行公共空間項目的政府部門人員，往往屬於高級領導層，或是資歷較深的管理人員。他們在香港公共空間創新設計和制度變革上具有一定的影響力。這套工具包提供洞見，讓你更了解不同資歷的員工、團隊及部門如何可使用各種工具來建立及配備能力，從成功的項目中汲取經驗。這有助不同領域的持份者達成共識，並於傳統的制度框架內有策略地為公共空間設計文化帶來饒富意義的改變。

### Quasi-Governmental Organisations & Corporations 半公營機構

While quasi-governmental organisations maintain certain organisational structures inherited from government departments, they may be more responsive to POS-related changes. Their senior management can use the toolkit to champion more responsive and flexible ways of designing POS, becoming a way to gradually formalise a culture of innovation and information transparency. In the same token, some corporations extend this culture of innovation to create high-quality POS as part of their commercial development that is better rooted in the local community. Their senior management can use the toolkit in bringing about a genuinely sensitive and empathetic culture in conceiving and designing POS - where corporate responsibility and profitability are on equal footing and where the provision of a well-conceived POS is not an afterthought.

半公營機構雖然保留了一些與政府部門類近的組織架構，但亦可較靈活地應對與公共空間相關的改變。這套工具有助高級管理人員在設計公共空間上反應更加機敏，成就更靈活的設計方式；讓機構逐步建立創新及資訊透明的工作文化。同樣近年越來越多企業亦開始關注公共空間這個議題，探索如何在旗下商業發展項目中增添更高質素兼融入社區的公共空間。這套工具包有助管理層在構思和設計公共空間上建立更具觸覺及同理心的文化；令那片空間不流於大型發展項目的副產品，而是經過精密規劃、構思和設計，讓企業滿足盈利之際，亦可落實社會責任。



## 2 Management Team 管理團隊

NGOs & Think Tanks  
非政府組織 / 智庫組織

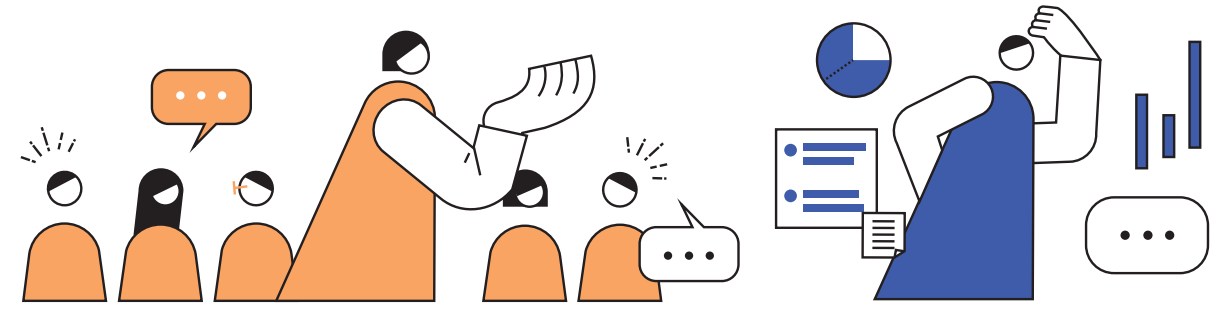
NGOs and Think Tanks in recent years have started to prototype new ways of supporting better design and management of public spaces, such as applying for government funding or other means to manage public spaces, engaging residents' opinion through underused and left-over open spaces, or working side-by-side with design practitioners to advocate for issues relating to specific audiences such as children, caregivers or other key stakeholders. The toolkit can allow senior management to validate current processes or come up with new processes to fill-in the gap of the public or private sector to better the experience for public open space users or organisations that support this vision.

近年，非政府組織和智庫嘗試使用新方法來推廣更多樣的公共空間設計和管理。例如通過申請政府資助或其他方式獲得資源來管理公共空間、利用閑置公共空間作民眾意見諮詢，或與設計從業者並肩合作、倡導與特定受眾相關的問題，如兒童、照顧者或其他持份者。這套工具包可以讓管理層驗證當前的工作流程或建立新流程來填補公私營部門的不足，從而改善公共空間用家的體驗，或支持其他抱有同樣願景的組織。

## 3 Design Practitioners 設計師

Whether being lead or sub-consultants, designers are progressively required or encouraged to engage the community in the design process, especially in the early work stages involving design conception and schematic design. The toolkit provides a clear, efficient framework for gathering public opinion, co-creating with the public, innovating with stakeholders, and sharing knowledge from successful projects. Throughout the POS development process, from pre-completion to post-completion, design practitioners are recommended to use the tools as a way to build capacity and be more comfortable with innovation, project evaluation based on user feedback and alignment with stakeholders who may have decidedly different perspectives and design sensibilities.

無論是首席顧問或是分判顧問，近年在設計過程中，多趨向要求或鼓勵設計師讓社區參與設計，尤其是在初期設計概念的階段。這套工具包提供一個清晰的框架，能夠有效地收集意見，與公眾共同設計，與持份者一起創新，以及從成功的項目中分享並吸收經驗。在整個項目發展的過程中，由設計到落成後的跟進事項，設計師亦可使用這套工具增進能力，在創新、根據使用者意見回饋來評估項目，以至與可能和自己觀點和設計感受上顯然有別的持份者協調方面，更加得心應手。



## 4 Community Engagement Teams 社區參與團隊

Since the engagement team will directly interact with stakeholders and participants when using the tools, facilitators and community liaison officers are expected to thoroughly understand the instructions, expected outcome and other requirements specific to each tool. Successful information sharing and outreach depends on the engagement team's familiarity with design thinking and ability to collect opinions on particular issues from a diverse user community.

由於社區參與團隊會使用工具包的工具直接和公眾及持份者溝通，團隊內的小組主持人及社區專員應要熟悉及了解所有工具的使用方式、預期成果及每個工具的特別使用要求。除了能夠靈活運用每個工具以外，社區參與團隊還要深入理解設計思維，有能力向不同使用者就某些問題收集意見，才可順利地分享資訊，成功地推展項目外展工作。

## 5 Researchers 研究員

As an integral part of the community engagement, the toolkit can better allow researchers to situate their role within the larger design thinking framework and more importantly, understand how they can assist before, during and after the engagement process. Researchers' planning, observations, records and insights of the engagement exercises are crucial to the success of using tools such as Interview Guide and Street Polling Board. The results of these exercises will be synthesised and taken into account in the subsequent POS design process.

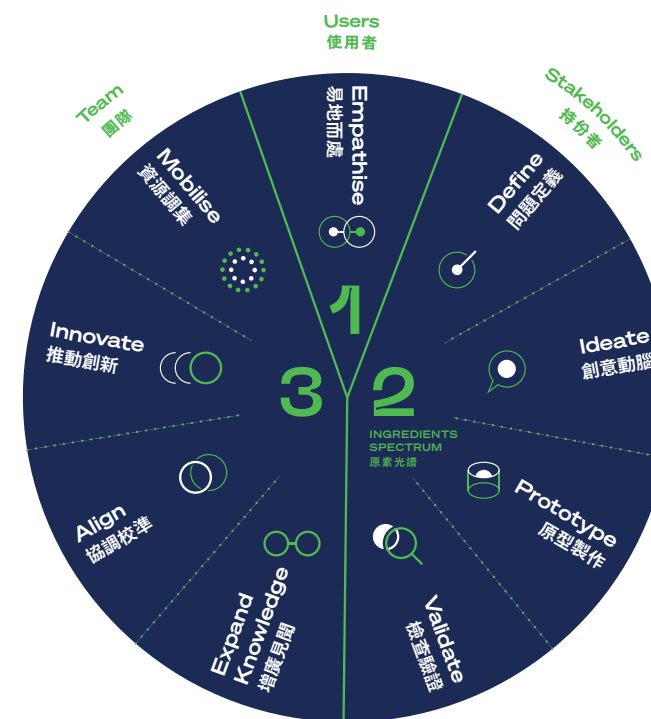
研究是社區參與工作中重要的一環。這套工具包能夠好好輔助研究員在設計思維流程中奠定位置，並了解他們如何能夠在參與式活動的前、中及後階段，更有策略性地支援團隊。研究員在使用如訪問指南或街站投票指南工具時，他們能夠為設計及規劃參與式活動，以至後期記錄及數據分析上發揮顯著的作用。這些研究結果可成為隨後公共空間設計過程中的實用參考。

# 2.2

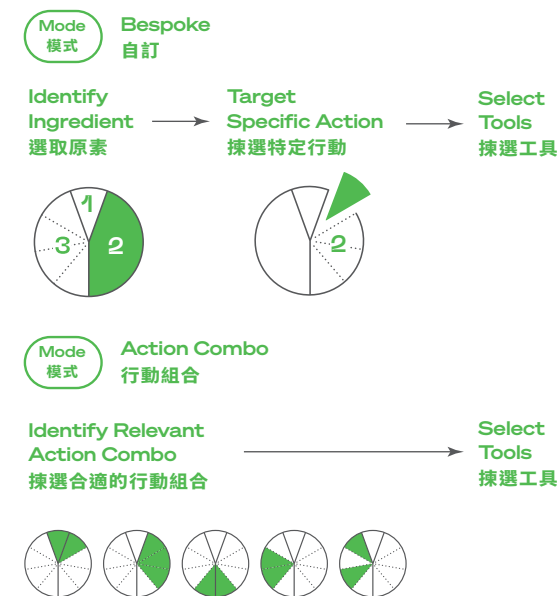
## Three Ingredients and Actions 三種原素及行動

The POSSible! Design Thinking Toolkit covers three ingredients: “Discover with Users”, “Define and Develop with Stakeholders”, “Deliver Innovation with Teams”. Each ingredient represents a set of actions and tools that you can use with a different group of audience, namely users, stakeholders and team, to expand wider and grow deeper on designing POS. There are two modes to utilise this toolkit: Bespoke and Action Combo. If you are familiar with design thinking methodology, you can kick start your project with a bespoke procedure by identifying which group of audience you would like to engage with, or what you want to achieve, then target specific actions, and select suitable tools through the right ingredient. If you are rather new to this methodology, there are five common combinations of actions in Vol. 1 Ch.3 “POS Action Combo” to help you integrate design thinking into your project.

「空間大可能！設計思維工具包」囊括三種原素，包括「與使用者探索需求」、「與持份者定義和構想」和「與團隊實踐創新理念」。每種原素各有一系列針對不同受眾的行動和工具，幫助你在設計公共空間時拓展得更深更遠。你可以根據你對設計思維的認識程度，從而選擇合適的應用模式：自訂或行動組合。你可以根據你想接觸的受眾或達到的目標，從中找出由關鍵原素，繼而自訂特定行動和合適的工具。對於設計思維方法認識較少的人士，工具包第一冊第三章《公共空間行動組合》中提供了五項常見的行動組合，能協助你融入設計思維於項目中。



Two ways of use  
兩種使用模式



### INGREDIENT 原素 Discover with Users 與使用者探索需求

# 1

### INGREDIENT 原素 Define and Develop with Stakeholders 與持份者定義和構想

# 2

#### Relevant Action(s) 相關行動



**Empathise**  
易地而處

The set of tools in this action allows your team to listen to and understand users. From a larger number of audience and more quantitative responses, to a smaller number of audience for more focused and qualitative responses, the tools can assist your team to reach your target audience.

這個行動中的工具能協助團隊聆聽和理解使用者。從大量的目標受眾與量化分析，以至從焦點案例及定性研究獲得更深入及集中的資訊，這套工具能就所需涵蓋的受眾人數和深入程度提供建議。

#### Relevant Action(s) 相關行動



**Define**  
問題定義



**Ideate**  
創意動腦



**Prototype**  
原型製作



**Validate**  
檢查驗證

The set of tools in these actions allow your team to define the key issue based on INGREDIENT 1 actions. By asking the right questions, the team can co-create and come up with different design possibilities to respond to the needs and wants of the community. Moreover, the tools can help prototype and test new design ideas with the community. It helps you gain buy-in on the design from stakeholders before implementation, which will ultimately yield better results.

這套工具幫助團隊根據原素一的行動界定合適的議題，由此與持份者共同創造和提出不同設計的可能性，以回應相關社群的需求。此外，這些工具有助於團隊與持份者共同構想和製作原型，並一同驗證和評估設計選項，完善設計方案。

### INGREDIENT 原素 Deliver Innovation with Teams 與團隊實踐創新理念

# 3

#### Relevant Action(s) 相關行動



**Expand Knowledge**  
增廣見聞



**Align**  
協調校準



**Innovate**  
推動創新



**Mobilise**  
資源調集




It is a common challenge to deliver innovation when the project objectives and scope are fixed by the project proponent. This Ingredient aspires to facilitate innovation by providing a set of tools specifically for the “post-project” and “pre-project” phases, where teams can take the learnings from other projects and create alignment between different teams and departments to drive towards innovation goals for future projects. There is also a tool to help the team rethink the tendering process for a new project, and ways to meet the needs of the team’s innovation goals to drive the mission and vision.

在已經定立目標及規範的公共空間項目中往往難以在執行階段才推行創新。原素三特此提供適用於「項目前」和「項目後」兩個階段的工具。團隊可以運用那些行動工具來吸取其他項目的經驗，與不同團隊及部門協調並肩，合力推動未來各個項目的不同目標。原素三 還特設一項行動，有助團隊重新考慮新項目的招標流程，並從多方面滿足團隊各項創新目標的需要，幫助他們實踐使命和願景。

# 2.3

## Tools Overview 工具概覽

\*Difficulty without Experience in Design Thinking  
沒有設計思維經驗的難易程度







Ingredient 原素	Action 行動	I would like to 我想	Tool 工具	Session Time 環節時間	Difficulty* 難度	Complexity of conducting online 線上進行的複雜程度	Index 目錄
<b>INGREDIENT 原素 1</b> <b>Discover with Users</b> 與使用者探索需求	 Empathise 易地而處	Drill into deeper qualitative insights 獲得更深入的定性見解	➔ Interview 訪問	➔ 30-60 (M)	●○○	●○○	VOL 2 P.16
		Gather quantitative data 收集量性數據	➔ Online Survey 線上問卷	➔ 2-4 (W)	●●○	●○○	VOL 2 P.22
		Gain objective understanding of the current usage 客觀了解使用情況	➔ Observation 觀察	➔ 1-2 (H)	●○○	○○○	VOL 2 P.26
		Promote project to the public and engage with users 向公眾推廣項目並聽取用家意見	➔ Street Polling 街頭投票	➔ 2-4 (H)	●●○	○○○	VOL 2 P.32
		Gain deeper knowledge on specific user groups 深入了解特定使用者群組的意見	➔ Focus Group 焦點小組	➔ 1-3 (H)	●●○	●○○	VOL 2 P.38
<b>INGREDIENT 原素 2</b> <b>Define &amp; Develop with Stakeholders</b> 與持份者定義和構想	 Define 問題定義	Know who are related to this project (stakeholders) 了解哪些是與項目有關的人士（持份者）	➔ Stakeholder Map & Stakeholder Prompt Cards 持份者地圖及持份者提示卡	➔ 20-25 (M)	●○○	●●○	VOL 2 P.48
		Discover focal points from data 從數據中找出重點	➔ Problem Extraction & Priority Matrix 問題抽取及優先矩陣	➔ 30-45 (M)	●●○	●●○	VOL 2 P.54
		Set out a concise description of the problem(s) 簡潔陳述問題精要	➔ Problem Statement 問題陳述	➔ 20-30 (M)	●●○	●●○	VOL 2 P.60
	 Ideate 創意動腦	Transform problems into design opportunities 將問題變成設計機遇	➔ How Might We 「我們如何」問句	➔ 20-30 (M)	●●○	●●○	VOL 2 P.64
		Brainstorm innovative and novel ideas 構思創新和與別不同的想法	➔ What If Cards 如果卡	➔ 20-30 (M)	●○○	●○○	VOL 2 P.70
		Get inspirations for ideas 得到一些設計新靈感	➔ Inspiration Cards 靈感卡	➔ 20-30 (M)	●○○	●○○	VOL 2 P.74
Narrow down ideas 收窄想法	➔ Scamper Cards 創意檢核卡	➔ 10-30 (M)	●●○	●○○	VOL 2 P.78		
Mix-and-match different design elements 混搭不同的設計元素	➔ Visualisation by Collage 拼貼體現	➔ 30-50 (M)	●●●	●●○	VOL 2 P.82		

Download The Template Here  
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(M) Mins 分鐘
(H) Hour 小時
(W) Week 星期
○○○ N/A 不適用
●○○ Easy 容易
●●○ Moderate 中等
●●● Difficult 高深

# 2.3

## Tools Overview 工具概覽

Ingredient 原素	Action 行動	I would like to 我想	Tool 工具	Session Time 環節時間	Difficulty* 難度	Complexity of conducting online 線上進行的複雜程度	Index 目錄
INGREDIENT 原素 2 <b>Define &amp; Develop with Stakeholders</b> 與持份者定義和構想	 <b>Prototype</b> 原型製作	Test if design is desirable by users and improve 測試及改善設計，更貼合用家的渴求	→ <b>Low-fidelity Model Making</b> 簡易原型製作	→ 2-3 <b>H</b>	●●○	●●●	VOL 2 P.88
	 <b>Validate</b> 檢查驗證	Validate design if problem identified previously have been alleviated 驗證設計能否減輕早期發現的問題	→ <b>User Journey Map</b> 使用者旅程圖	→ 30-60 <b>M</b>	●●○	●●○	VOL 2 P.94
INGREDIENT 原素 3 <b>Deliver Innovation with Teams</b> 與團隊實踐創新理念	 <b>Expand Knowledge</b> 增廣見聞	Disseminate knowledge to others 分享知識和見解	→ <b>Expand Knowledge: Content &amp; Method Cards</b> 增廣見聞：主題卡及方式卡	→ 60 <b>M</b>	●○○	●○○	VOL 2 P.106
	 <b>Align</b> 協調校準	Identify key problems to align with internal or external stakeholders. 辨認需要協調的關鍵問題及內外各方持份者	→ <b>Topic Cards</b> 題目卡	→ 90 <b>M</b>	●●○	●●○	VOL 2 P.116
	 <b>Innovate</b> 推動創新	Identify the current level of innovation readiness within the organisation 辨認現時組織內對創新的準備程度	→ <b>Innovation Readiness Assessment</b> 創新準備評估	→ 20-30 <b>M</b>	●●●	●●●	VOL 2 P.126
		Identify the future level of innovation that can be aspired to and attained 辨認我的組織現時達到的創新水平及未來可以追求的創新水平	→ <b>Innovation Ladder</b> 創新階梯	→ 30 <b>M</b>	●●●	●●●	VOL 2 P.132
	 <b>Mobilise</b> 資源調集	Review an existing tender or prepare a new tender 審查現有招標書或準備新招標書	→ <b>Task Cards &amp; Resource Cards</b> 工作項目卡及資源卡	→ 1-2 <b>H</b>	●●●	●●●	VOL 2 P.142

\*Difficulty without Experience in Design Thinking  
沒有設計思維經驗的難易程度

 Download  
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M Mins 分鐘   
 H Hour 小時   
 W Week 星期   
 |   
 ○○○ N/A 不適用   
 ●○○ Easy 容易   
 ●●○ Moderate 中等   
 ●●● Difficult 高深



Ch3.

# POS ACTION COMBO 公共空間行動組合

Based on the nine actions from the three ingredients, this POS ACTION COMBO section was created to help POS project proponents address potential issues before, during or after the design stage by providing a list of the most efficient and effective tools. Each POS ACTION COMBO is composed of a different combination of actions, targeting five common scenarios you may come across in POS design. When you gradually get more familiar with the actions and tools, you may also create your own action combo and develop your own project plan based on the following framework.

這個章節以工具包提及的三種原素中的九個行動為基礎，旨在為公共空間項目發起人提供一系列最有效的工具組合，用以應對設計過程中後段的潛在問題。每一套公共空間行動組合由工具包中不同的行動拼砌而成，針對五種設計公共空間時常見的情況使用。當你漸漸熟悉工具包中不同的行動和工具時，你亦可以根據以下的框架，拼湊出專屬自己和合適的行動組合。



## A

Understand the needs of the community  
理解社區的需求



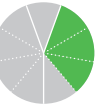
Empathise  
易地而處



Define  
問題定義

## B

Co-creating design with the community  
與社區共同設計



Define  
問題定義



Ideate  
創意動腦



Prototype  
原型製作

## C

Sharing past successful projects  
分享過去的成功項目



Validate  
檢查驗證



Expand Knowledge  
增廣見聞

## D

Aligning objectives & setting a vision with the team  
與團隊校準目標和訂立願景



Align  
協調校準



Innovate  
推動創新

## E

Re-aligning resources for a new project  
為新項目重整資源



Align  
協調校準



Mobilise  
資源調集

### Framework 框架

- ① Why do you need this action combo?
- ② What are the Design Thinking Toolkit components needed?
- ③ Who could drive this action combo?
- ④ Who is needed to be successful?
- ⑤ Time required
- ⑥ What is the desired outcome

- ① 你為甚麼需要這個行動組合？
- ② 需要使用哪些工具？
- ③ 誰可以推動這個行動組合？
- ④ 所需的重要角色
- ⑤ 所需時間
- ⑥ 預期成果

# A

## Understand the needs of the community 理解社區的需求

### 1 Why do you need this action combo? 你為甚麼需要這個行動組合?

This action combo will help your team understand who the POS users are and their needs. It helps you gain a deeper understanding of the user's perspectives and identify real design challenges for the team, and frame the questions needed for an appropriate design solution. This action combo forms the basis of evidence-based research data to support action of design improvements for the POS. It will help you to identify problems, evaluate information or new ideas by synthesising your initial observations. From empathising to defining, using a series of engagement tools to summarise problem statements, this action combo helps to build up a solid understanding on users' real needs, perspective and identify real design challenges

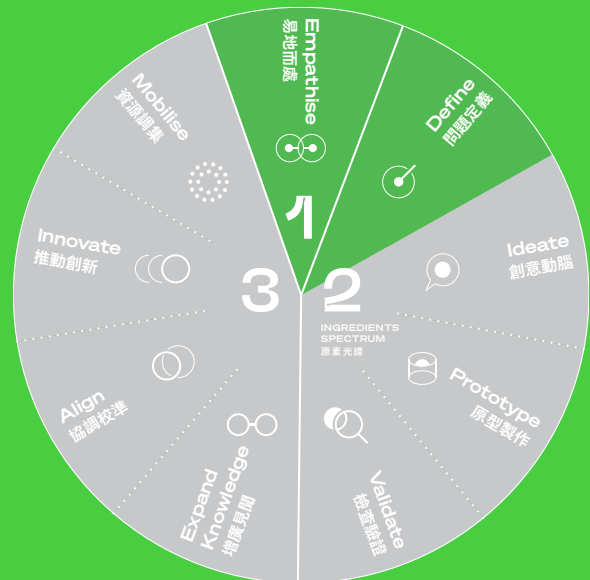
#### Scenario

A team of researchers was tasked to find out what improvements can be incorporated in the upcoming renovation of this sitting-out area based on their previous research on inclusivity. They would like to discover who the usual users are, their habits and behaviours. They also want to gain deeper understanding from particular user groups to compare against their research findings, and find the right design direction for next steps.

這個組合可以幫助你和所屬團隊了解公共空間的使用者及其需求，從對方的角度深入了解問題，識別真正的設計挑戰，並提出適當的設計方案來解決相關問題。這個行動組合可建立實證研究數據的基礎，支持你和團隊精益求精，改進你們的公共空間設計。這個行動組合有助你從項目的前期階段，通過觀察及參與的方式去識別問題，驗證你的想法或研究主題的內容。從易地而處到界定問題的過程中，一系列的參與工具有助你總結出一個有說服力兼以使用者為中心的問題陳述，開展下一步的創意設計過程。

#### 情景

在這個休憩處翻新項目中，研究團隊需基於早前有關共融議題的研究項目，找出選址需要改善的初步方向。他們希望先了解選址的主要使用者、他們的習慣及行。他們想從特定使用者群身上獲取更深入的見解，用來與研究結果作對比，繼而找出下一步的設計方向。



### 2 What are the Design Thinking Toolkit components needed? 需要使用哪些工具?



Empathise  
易地而處

- ① Interview
- ② Online Survey
- ③ Observation
- ④ Street Polling
- ⑤ Focus Group

- ① 線上問卷
- ② 訪問
- ③ 觀察
- ④ 街頭投票
- ⑤ 焦點小組

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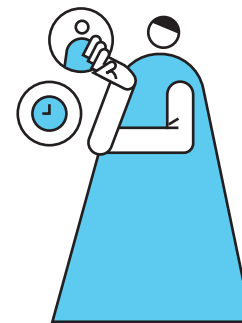
Define  
問題定義

- ① Stakeholder Map & Stakeholders Prompt Cards
- ② Problem Extraction & Priority Matrix
- ③ Problem Statement
- ④ How Might We

- ① 持份者地圖及持份者提示卡
- ② 提取問題及優先安排矩陣
- ③ 問題陳述
- ④ 「我們如何」問句

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### 3 Who could drive this action combo? 誰可推動這個行動組合?



Working Team  
工作團隊

NGOs  
Government  
Departments  
Think-tanks

非政府組織  
政府部門  
智庫組織



Management Team  
管理團隊

Government Departments  
政府部門



Design Practitioners /Consultants  
設計師 /顧問

Architects  
Landscape Architects  
Urban Designers  
  
建築師  
園境建築師  
城市設計師

The possible scenarios that could arrive at this step includes

可能到達此步驟的情況包括：

**Working Team**

**工作團隊**

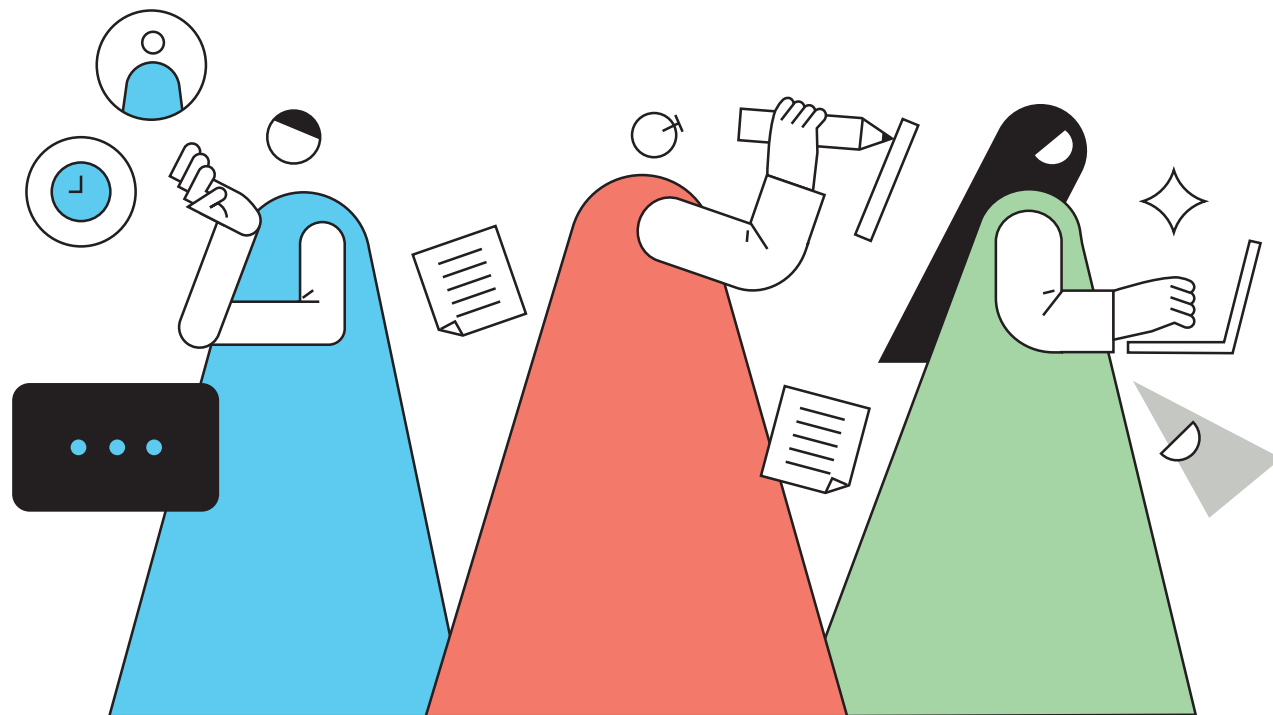
NGOs | Government Departments | Think-tanks  
非政府組織 | 政府 | 智庫組織

You are a public service specialist, seeking ways to get organisations to engage with the community and other stakeholders.

你是公共服務方面的專家，正在尋找與公共空間使用者和相關持份者協作的社區參與方式。

Your POS project is still at the discovering stage and you have noticed an opportunity to co-design a POS with residents which referred to your primary research findings. You are looking for engagement tools and ways to document and understand the pain points of using POS, finding guidance for future actions. You have local community networks and resources, but lack a systematic way to put your team into action. You don't have too many ideas about how to turn insights into suggestions for POS design.

你的公共空間項目仍然處於探索階段，你從已有的前期研究中注意到公共空間有可以和居民協同設計的機會。你在尋找適當的社區參與工具來記錄和了解使用公共空間的痛點，引導接下來的行動。雖然你已擁有當地社區的關係網絡和相關資源，但缺乏一個系統性的方法來實現研究，你也不知道如何將收集回來的見解轉化為公共空間設計的建議。



**Management Team**

**管理團隊**

Government Departments  
政府部門

You are a policymaker creating a regional or long term guideline for the city, and you need to understand the opportunities on the ground in relationship to community and stakeholders.

你負責制定政策，正在為全市制定一個地區性或長期的發展指引。就此，你需要了解社區和持份者之間的機會和可能性。

Recently, you have been working with a multidisciplinary team to rewrite a community planning proposal based on a qualitative approach. You are concerned about what are the needs of the community and would like to dig deeper for your research data. Moreover, to develop an inclusive and strategic design proposal, you are looking for empathetic engagement tools that could assist you to understand POS provisions from a user's perspective.

你最近和一個跨界別的團隊合作，重寫一份以質性研究為本的社區規劃建議書。你想知道當地社區的公共空間需要甚麼，希望可以更深入鑽研你的研究數據。此外，你正在尋找合適的參與工具，讓你從使用者的角度了解公共空間的需要，幫助你制定一個既共融又富策略的設計方案。

**Design Practitioners / Consultants**

**設計師／顧問**

Architects | Landscape Architects | Urban Designers  
建築師 | 園境建築師 | 城市設計師

You are exploring methods to engage with your POS users and looking for ways to synthesise their comments to set the right questions to guide ongoing collaborations and design explorations.

你正在探索與公共空間用家互動的方法，找方式綜合使用者意見，設定合適的議題。

You are involved in a POS enhancement project, and you are concerned about how to immerse yourself into the POS users' perspectives, such as their behaviour, experience, and habit.

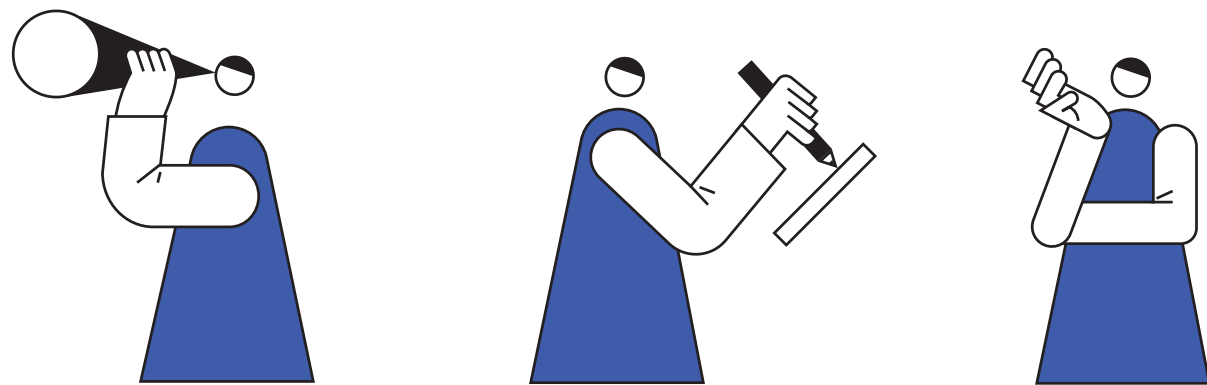
Based on previous desktop research, you are looking for tools and instructions to gain feedback or inspiration from POS users and stakeholders to define the right questions. You're also using engagement workshops to reflect user-centric ideas and find potential problems to set the right path for design explorations.

你參與了一個提升及改造公共空間的項目，正在考慮怎樣代入使用者的角度，設身處地體會他們的行為、體驗和使用習慣等。建基於前期的桌面研究，你現正尋找進一步的工具和指引，幫助自己從公共空間使用者及相關持份者身上獲得意見回饋及靈感，從以設定合適的議題，促成你與使用者和持份者協同合作。同時，你也想使用各式參與工作坊來發掘潛在的問題，實行現以使用者為中心的設計探索。

# 4

## Who is needed to be successful? 所需的重要角色?

### Researcher 研究員



#### Before engagement 行動前

Researchers provide the first user and context understanding in the prior engagement planning and assists to plan the engagement guideline based on this contextual understanding  
在規劃事前行動時，研究員讓團隊能夠率先理解使用者及背景，協助團隊利用這些理解來規劃使用者參與的指引。

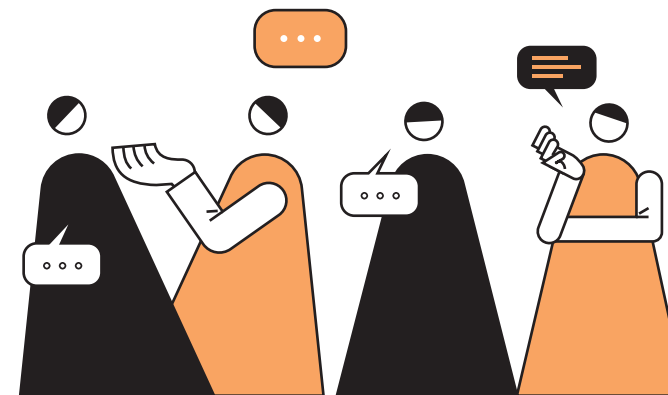
#### During engagement 行動時

Researchers need to keep records of insights and a variety of behaviours and emotions during the engagement exercises, both in text and other formats, so they can be analysed in later stages. They should have the ability to integrate and interpret different kinds of data and they're in a good position to understand what users are saying holistically.  
研究員需觀察及記低參加者的意見、不同的反應及情緒，並以不同形式作記錄，如文字、影像、音頻等。在整理洞見時，研究員能夠從不同形式的數據及文字記錄中進行分析及整合，能夠讓其他團隊成員更全面地了解到用家的意見及感受。

#### After engagement 行動後

Researchers help evaluate feedback from engagements and share them in digestible stories across different sets of data, and organise them into structured insights to help others look into further. This is a key step to help set the right direction for the next stage. From design and operation to policy, it will provide more clarity on how to proceed forward.  
研究員幫助團隊檢視及分析所得的意見，並組織及梳理出清晰的見解，有助進一步闡明主題。這是一個關鍵步驟，為下一步的行動，不論是設計，營運或政策方面奠定合適的方向。

### Facilitator 小組主持人



It would be desirable to have facilitators when working in engagement exercises that involve a group of participants. A facilitator should be familiar with the tools and the goal of the project. A facilitator is an individual who guides the other participants through the engagement process and helps ensure they conduct the tasks smoothly. They also act in an unbiased way, allowing each individual to contribute fully and equally.

一個小組主持人能夠在參與式活動的團隊中引導討論，他應熟悉工具的使用方式或清楚了解項目。他們在參與討論的過程中引導參加者，確保他們能夠專注、順利地完成活動或討論。他們需保持中立，客觀行事，讓每位參與者都能充份及平等地分享觀點為項目行動提供建議。

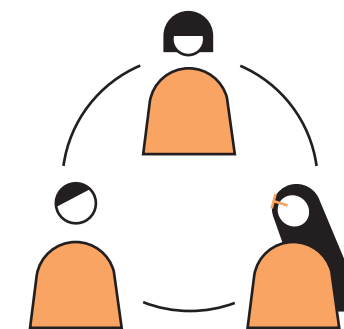
#### Tips

.....  
An efficient working group size will be less than 8 participants, ideally 5-6.

#### 貼士

.....  
一個有效的工作團隊人數應該少於8個人，理想的情況是5至6人。

### Community Liaison Officers 社區專員



Community Liaison Officers would play an important role in connecting with different types of users and in particular hard-to-reach groups. They are familiar with the communities they are responsible for, and can help to recruit participants and share information with them.

社區專員對於連接用家，特別是不容易接觸的用家群組來說是至關重要的。他們可以將他們在社區已建立的網絡與項目團隊進行參加者招募和分享訊息。

# 5

## Time required 所需時間

### Basic 基礎

### 1 month 1 個月

With limited time and resources, here is what you can do to conduct engagement:  
在有限的時間和資源下，你可以做以下事情：

#### Groundwork 基礎工作

Prior basic research data (desktop research and qualitative data)  
前期的基礎研究數據（桌面研究和質性數據）

#### 2 weeks 兩星期

- Figure out topics and questions of interest
- Plan and prepare materials for engagement, including outreach to local community groups or organisations, participants recruitment and instructions.
- 確定需要解決的具體主題和問題
- 計劃和準備活動所需的材料，包括接觸當地社區群組和組織、招募參加者，以及準備相關行動的指引

#### 2 weeks 兩星期

- Conduct at least 2 types of engagement exercises using the tools under **Empathise**, gather quantitative and qualitative data to understand POS users.
- Use at least 1 tool under **Define** to analyse and process the data.
- 在**易地而處**中，選擇並進行至少兩種不同類型的參與活動，有助收集質性和量性數據來了解公共空間的使用者。
- 接着在**問題定義**中挑選最少一個工具分析及整理所得的數據。

#### Outcome 成果

With limited time and resources, using simpler Empathise tools can provide in-depth understanding of a particular user group with interviews, or allow a general understanding of the use of POS with observations.

在有限的時間和資源下，使用簡易的易地而處工具，如訪問可以讓你對深入了解特定的使用者組別，或觀察能夠建立對該公共空間使用情況的基本認知。

### Advanced 高階

### 2 month 2 個月

With more time and resources, here is what you can do to conduct engagement:  
有更多的時間和資源，你可以做以下事情：

#### Groundwork 基礎工作

Advanced research information: including desk research, qualitative and quantitative data

Organise an engagement team (facilitators, researchers, etc.) and reach out to internal and external organisations, design consultants or agencies.

進階的研究資料，包括桌面研究、質性及量性研究數據。  
組織一個參與的團隊（包含小組主持人、研究員等），與內部、外部組織和設計及顧問/機構接觸

#### 2-4 weeks 兩至四星期

- Define the initial topics and collaboratively develop different types of engagement exercises with the team using the tools under **Empathise**.
- If you're collecting a large amount of quantitative data or want to explore certain topics, you might want to hire a service provider for conducting surveys or partner with an NGO or community organisation to get the perspective of the target audience.
- 與團隊界定初步的研究主題，根據易地而處中的工具，設計出不同參與形式的活動。
- 若需收集大量的量性數據，可考慮聘請市場調查公司，或與非政府組織或社區組織合作，了解目標受眾的看法。

#### 1 week 一星期

- Review all the data collected from prior engagement exercises using tools under **Define**.
- Summarise and compare the insights collected from the engagement exercises with the research.
- Evaluate the data patterns and define the question for further exploration (design, operations and/or policy related).
- 使用問題定義中的工具分析不同數據組合，
- 檢視從活動中收集的洞見，並與研究數據對比。
- 參照所得的洞見，訂立下一步行動的方向和主題（設計、運營和/或政策相關範疇）。

#### Outcome 成果

With more resources readily available, you may choose to conduct your engagement exercises with a larger group of audiences or at a different period of time. This allows you to compare different sets of data and create a more holistic understanding of users' behaviours and opinions.

有更多的資源底下，你可以選擇與更多參加者或在不同的時段實行各種參與活動，從中收集不同的數據，更全面和深入了解使用者的行為和意見。

## 6

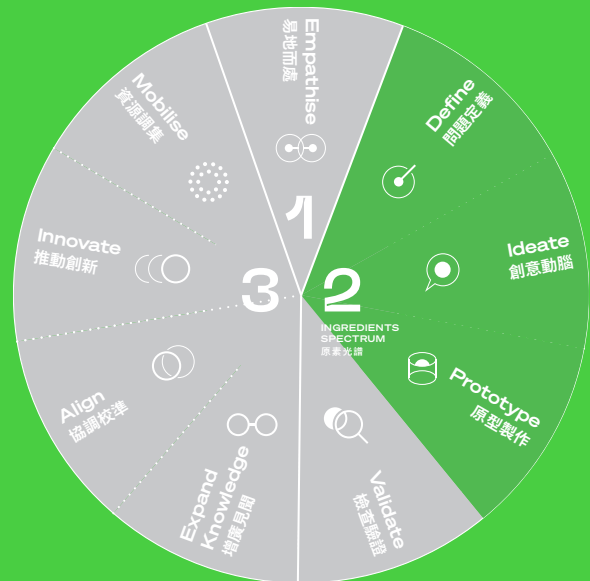
## What is the desired outcome? 預期成果

- Improve the knowledge and potential of the target POS users and stakeholders.  
提高公共空間目標用家和相關持份者的知識和潛力
- Redefine and understand the user's perspective on public spaces.  
重新定義和理解公共空間用家觀點
- Cultivate community networks through POS engagement.  
通過參與公共空間的議題，連接社區的鄰里網絡
- Based on the needs of users and stakeholders, define an appropriate brief for POS design  
根據公共空間用家和持份者的需求，為公共空間設計定義合適的概要和問題
- Set the right questions for POS design based on the needs of public space users and stakeholders.  
根據公共空間用家和持份者的需求，為公共空間設計定義合適的概要和問題
- Understand the larger contextual needs that go beyond individual public spaces.  
了解超越個別公共空間的更大背景需求



# B

## Co-creating design with the community 與社區共同設計



## 1 Why do you need this action combo? 你為甚麼需要這個行動組合？

Create a design that is highly desirable by POS users.

You may have collected some data previously from the community or some desktop research and looked up on the database on the existing usage of the POS. At this stage, you want to find out the main issue to focus on from your data, and create the design with the community together.

### Scenario

The working team would like to invite neighbours to participate in the park renovation process for a higher sense of ownership to the space. Since the neighbours may not have experience in professional design softwares, the team wants to engage the neighbours with simpler co-creation tools, such as Legos, so that the neighbours can visualise their opinions in their design.

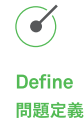
創建一個備受使用者渴求的公共空間設計。

你可能已經從社區或桌面研究中收集了一些數據，或在數據庫中查找了公共空間現時的使用情況。在這個階段，你希望從已有數據中找出焦點的問題，並夥同社區一起設計公共空間。

### 情景

團隊想邀請區內的居民參與設計公園的過程，提高他們對空間的歸屬感。由於居民未必熟悉專業設計軟件，團隊希望透過簡單的共創工具，如樂高，讓居民透過設計表達自己的看法。

## 2 What are the Design Thinking Toolkit components needed? 需要使用哪些工具？



- ① Stakeholder Map & Stakeholders Prompt Cards
- ② Problem Extraction & Priority Matrix
- ③ Problem Statement
- ④ How Might We

- ① 持份者地圖及持份者提示卡
- ② 提取問題及優先安排矩陣
- ③ 問題陳述
- ④ 「我們如何」問句

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- ① What-If Cards
- ② Scamper Cards
- ③ Inspiration Cards
- ④ Visualisation by Collage

- ① 如果卡
- ② 創意檢核卡
- ③ 靈感卡
- ④ 拼貼體現

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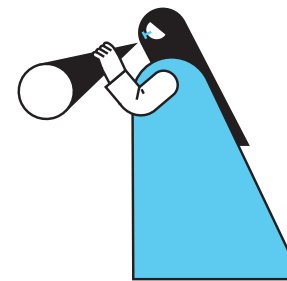


- ① Low-fidelity Model Making

- ① 簡易原型製作

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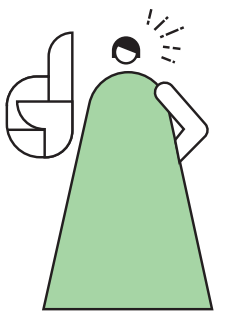
## 3 Who could drive this action combo? 誰可推動這個行動組合？



Working Team  
工作團隊



Management Team  
管理團隊



Design Practitioners /Consultants  
設計師 / 顧問

Government Departments  
Quasi-Governmental Organisations  
NGOs

政府部門  
半公營機構  
非政府組織

Government Departments  
Quasi-Governmental Organisations  
NGOs

政府部門  
半公營機構  
非政府組織

Architects  
Landscape Architects  
Urban Designers

建築師  
園境建築師  
城市設計師

The possible scenarios that could arrive at this step includes

可能到達此步驟的情況包括：

**Working Team**  
工作團隊

Government Departments | NGOs  
Quasi-Governmental Organisations  
政府部門 | 非政府組織 | 半公營機構

You have some prior knowledge of the site, could possibly be research, network, etc. You are looking for ways to engage the community and potentially reaching out to consultants, design practitioners or engagement experts to assist.

你對於這個地方，藉着相關的研究或持份者的人脈等途徑，可能已有一定的了解。你正在尋找與社區互動的方法，並有可能接觸顧問、設計師或社區參與專家尋求幫助。

Another team has recently completed a POS-related research project that covers your site. You would like to make use of the research, synthesise the macro research data into POS-specific insights and be able to prioritise and define issues as the main theme for POS renovation. You're also looking for engagement experts and design practitioners to collaborate as project partners and help conduct engagement with the community. You are planning on how much resources (eg. time, expertise and cost) will be needed to know what kind of support you will need from your project partners.

最近有另一個團隊完成了一份有關公共空間的研究，箇中也涵蓋你的項目選址。你希望把那份研究的宏觀數據整合成為一些攸關公共空間的見解，得以優先考慮並確定一些問題，作為改造公共空間的主題。此外，你想物色參與事宜的專家和設計師作為項目的夥伴，幫助你與社區接觸。就此，你正在計劃所需的資源，例如時間、專業知識和成本等，從而得知你從合作夥伴中要得到甚麼支援。



**Management Team**  
管理團隊

Government Departments | NGOs  
Quasi-Governmental Organisations  
政府部門 | 非政府組織 | 半公營機構

You are preparing a tender for a design or renovation project and you want to include community participation in producing the design. You are looking for more information to know what to include in the tender writing.

你正在為一個設計或改造項目準備招標內容，希望在項目設計中包含社區參與的元素。你正在尋找更多的資訊，幫助自己了解應要加入招標文件的內容。

A recent pilot scheme for a park co-designed by the community was a success. You would like to recruit a consultancy to help conduct community engagement and co-creation in your upcoming project. This process includes coming up with new ideas and model-making, to incorporate more community-desired facilities and elements in the new POS. However, unclear of what a usual engagement process looks like, you want to learn more in order to produce the tender brief, such as what type of expertise and processes are needed.

最近，一個與社區共同設計公園的先導計劃獲得成功。你想在新項目中招募顧問，協助團隊實行社區參與和共同創作。那個過程包括構思新的想法和製作模型，藉此在新項目中糅合更多社區渴望添備的設施及元素。然而，你不清楚社區參與過程一般是怎樣進行。你想了解更多這方面的資料，讓你可以撰寫標書內容，例如團隊需要哪些專業知識，以及項目流程如何等。

**Design Practitioners / Consultants**  
設計師／顧問

Architects | Landscape Architects  
Urban Designers  
建築師 | 園境建築師 | 城市設計師

You are the design consultant awarded a POS project and you are required to conduct workshops with the community to inform your design.

你是一位設計顧問，剛贏得一個公共空間項目。你要到社區舉辦一些工作坊，從中取得資料來引導你的設計方案。

According to the tender awarded, your final design scheme has to involve elements that are prototyped by a certain number of participants from the community. You have just started to design your engagement process. In order to create feasible prototype designs, you are looking for suitable tools to ensure every participant is able to express their ideas fully and yield the most results from them within the time limit of the workshops.

根據標書所述，你最終的設計方案必須包含一些經過原型測試的元素，那些元素由社區一些參與人士制定。你剛開始設計你的社區參與活動過程。為你務求創造可行的原型設計，就此尋找合適的工具，確保每個參與者都能夠抒發己見，並在工作坊有限的時間內獲得最多的意見。



# 4

## Who is needed to be successful? 所需的重要角色？

### Facilitator 小組主持人



It would be desirable to have facilitators when working in engagement exercises that involve a group of participants. A facilitator should be familiar with the tools and the goal of the project. A facilitator is an individual who guides the other participants through the engagement process and helps ensure they conduct the tasks smoothly. They also act in an unbiased way, allowing each individual to contribute fully and equally.

一個小組主持人能夠在參與式活動的團隊中引導討論，他應熟悉工具的使用方式或清楚了解項目。他們在參與討論的過程中引導參加者，確保他們能夠專注、順利地完成活動或討論。他們需保持中立，客觀行事，讓每位參與者都能充份及平等地分享觀點為項目行動提供建議。

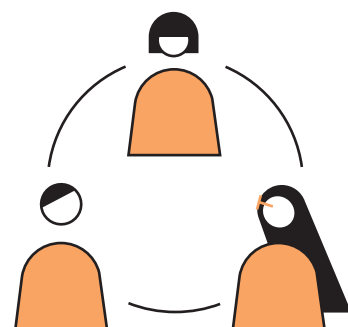
#### Tips

An efficient working group size will be less than 8 participants, ideally 5-6.

#### 貼士

一個有效的工作團隊人數應該少於8個人，理想的情況是5至6人。

### Community Liaison Officers 社區專員



Community Liaison Officers would play an important role in connecting with different types of users and in particular hard-to-reach groups. They are familiar with the communities they are responsible for, and can help to recruit participants and share information with them.

社區專員對於連接用家，特別是不容易接觸的用家群組來說是至關重要的。他們可以將他們在社區已建立的網絡與項目團隊進行參加者招募和分享訊息。

### Workshop Planner 工作坊策劃者



A successful and efficient engagement exercise will require forward planning. Workshop planners will have to consider the following:

一個成功並有效的社區參與活動，需要未雨綢繆。工作坊的策劃者須考慮以下因素：

#### WHO 對象

Who is our target audience?

How many people can we engage each time with the resources in hand?

目標受眾是誰？

根據目前的資源，我們每次可以帶領多少人參加活動？

#### WHAT 目的

What are the key tasks we want to achieve in each engagement?

Are there any materials we need to prepare ahead of time?

希望在每項活動中達到甚麼目的？

事前需要準備甚麼材料？

#### WHEN 時間

When do you plan to do the engagement?

Is it a one-off event or a continuous engagement process?

What is the timeframe of each engagement exercise?

你打算甚麼時候舉行活動？

那是一次性的活動，還是一個持續參與的過程？

每次參與活動的時間安排和流程是怎樣的？

#### WHERE 地點

What is the form of engagement? Is it a workshop, a walking tour, or an indoor meeting?

活動的形式是怎樣的？那會是一個工作坊，一個步覽團還是一個室內會議？

# 5

## Time required 所需時間

**Basic 基礎** | **1 month 一個月** | **With limited time and resources, here is what you can do to engage a small group of participants:**  
在有限的時間和資源下，你可以做以下的事情來接觸一小群參加者：

- Groundwork 基礎工作**
  - Prior simple research data, for example desktop research and quantitative data
  - Prior reach out to local organisations and community groups
  - 事前簡單的研究數據，例如桌面研究和量性數據
  - 事前接觸了區內組織和社區團體
- 1 Week 一星期**
  - Analyse and process collected data and find out the key issue to be tackled
  - 分析及處理所得的數據，找出需要解決的關鍵問題
- 1-2 Weeks 一至兩星期**
  - Plan and prepare materials for engagement, including recruiting participants through local organisations and community groups, venue booking and materials sourcing or production.
  - 計劃和準備參與活動的材料，包括通過區內組織和社區團體招募參加者，預定場地和採購或製作物資
- 2 Weeks 兩星期**
  - Conduct 2-3 engagement exercises, with at least 1 ideate exercise and 1 prototype exercise. The engagement exercise will be conducted in simpler formats, for example using online platforms (e.g. miro, gather) or indoor workshops, with ready-to-go materials (e.g. post-its, lego, sketching).
  - 進行兩至三次的參與活動，其中至少包括一次創意動腦和一次原型製作活動。活動將使用現成的物資（例如便利貼、樂高、畫畫），以簡易的形式進行，例如網上平台（如miro, gather）或室內工作坊
- Outcome 成果**

**Since less time is available for design explorations and validation, you will have 1-2 simple designs co-created by a small group of participants.**

在較少時間下進行有限度的設計探索及檢視，你會獲得由一小群參加者共同創作一至兩個簡單的原型設計。

### Intermediate 中階

### 2 months 二個月

**With more time and resources, here is what you can do to engage a larger group of participants:**  
若有更多時間和資源，你可以做以下的事情來接觸數量較多的參加者：

- Groundwork 基礎工作**
  - Prior research data, including desktop research, primary quantitative and qualitative data
  - Prior reach out to local organisations and community groups
  - Prior relationship with some community members
  - 事前的研究數據，包括桌面研究，從使用者收集到基本的量性和質性數據
  - 事前接觸了區內組織和社區團體
  - 事前建立了一些社區網絡
- 2 Weeks 兩星期**
  - Analyse and process collected data and find out the key issue to be tackled
  - 分析及處理所得的數據，找出需要解決的關鍵問題
- 2-3 weeks 兩至三星期**
  - Plan and prepare materials for engagement of larger scale or longer timeframe.
  - Participants recruitment through local organisations and community groups, direct contact and social media platforms.
  - Exploring various potential engagement exercises to hone insights more effectively, for example conducting the engagement onsite.
  - Venue booking and materials sourcing or production.
  - 為更大規模或較為長期的社區參與活動規劃並準備材料
  - 透過區內組織和社區團體，直接聯絡或社交媒體的平台招募參加者
  - 探索各式可行的參與方式獲取洞見，例如直接在項目的選址進行活動
  - 預訂場地及採購或製作物資
- 4 Weeks 四星期**
  - Conduct 4-5 engagement exercises, with at least 2 ideate exercises and 2 prototype exercises. The engagement exercises can be designed with more interactions, with materials such as cut-outs, cardboards etc.
  - 進行四至五次的參與活動，其中至少包括兩次創意動腦活動和兩次原型製作活動。活動內容可以包括更多互動元素，例如做拼貼畫和紙皮手工製作等
- 1 week 一星期**
  - Document and consolidate findings
  - 記錄和整合所得意見
- Outcome 成果**

**With more time and resources contributed to preparation and engagement, a wider design exploration and in-depth discussions are allowed, resulting in 3-4 prototype designs co-created by a larger group of participants.**

投放更多時間和資源在準備和進行參與時，能夠作出更多設計探索及進行深入討論，獲得較為大批的參加者共同創作三至四個原型設計。

Advanced  
高階

3 months  
3 個月

With flexible time and resources, here is what you can do to engage a wider spectrum of participants:  
若有靈活的時間和資源，你可以做以下的事情來接觸數量較多、跨領域的參加者：

- Groundwork  
基礎工作**

  - Prior research data, including desktop research, primary quantitative and qualitative data
  - Prior reach out to local organisations and community groups
  - Prior relationship with community members and other stakeholder groups
  - 事前的研究數據，包括桌面研究
  - 事前接觸了區內組織和社區團體
  - 事前與社區和各個持份者建立聯繫
- 2-3 weeks  
兩至三星期**

  - Analyse and process collected data and find out the key issue to be tackled
  - 分析及處理所得的量和質性數據，找出需要解決的關鍵問題
- 4-5 weeks  
四至五星期**

  - Plan and prepare materials for engagement of larger scale or longer timeframe.
  - Participants recruitment through local organisations and community groups, professional organisations, direct contact and social media platforms.
  - Facilitators recruitment for conducting larger scale of engagement
  - Exploring various potential engagement exercises to hone insights more effectively, for example conducting the engagement onsite.
  - Venue booking and materials sourcing or production. A larger venue will be required to fit in different tables.
  - 為更大規模或較為長期的社區參與活動規劃並準備材料
  - 透過區內組織和社區團體，直接聯絡或社交媒體的平台招募參加者
  - 由於活動規模較大，或需招募或安排多位小組主持人
  - 探索各式可行的參與方式獲取洞見，例如直接在項目的選址進行活動
  - 預訂場地及採購或製作物資。由於活動規模較大，或需安排較大的活動場地
- 4-5 weeks  
四至五星期**

  - Conduct 4-5 larger scale engagement exercises, with at least 2 ideate exercises and 2 prototype exercises, with around 15-20 participants per engagement
  - The engagement exercises can be designed to engage different stakeholders at the same time. The exercise can also be designed with more interactions, with materials such as cut-outs, cardboards etc.
  - 進行四至五次較大規模的參與活動，其中至少包括兩次創意動腦活動和兩次原型製作活動。每次活動約有15至20位參加者
  - 在設計活動時，可以考慮同時邀請跨界別的持份者參與；活動內容可以包括更多互動元素，例如做拼貼畫和紙皮手工製作等

- 1-2 weeks  
一至二星期**

  - Document and consolidate findings
  - 記錄和整合所得意見
- Outcome  
成果**

**With more time and resources allocated on engagement preparation, you may invite participants from cross-disciplinary to the engagement exercise. They can provide opinions rooted from different backgrounds, which allow the prototype to be developed with practical considerations (eg. maintenance) to smoothen further processes and alleviate potential barriers. You will have 3-4 refined prototype designs co-created by a larger group of cross-disciplinary participants.**

投放更多時間和資源在參與準備上，能夠讓你招募及邀請到跨領域的參加者一同進行活動。他們能夠在各自專業上提供意見，讓原型設計能夠顧及多方的實際顧慮，例如定期維修等，有助減少設計進程潛在的障礙，工作更加流順。當中你會獲得較為大批的跨領域參加者共同創造三至四個精細的原型設計。

6

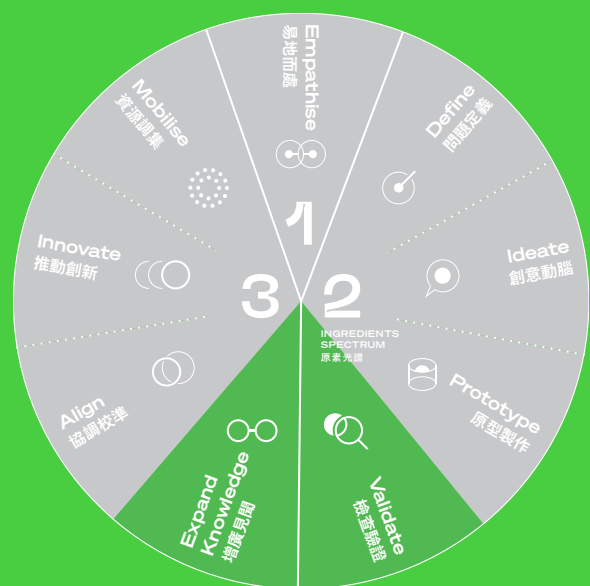
What is the desired outcome?  
預期成果

- Refined and workable prototype design of POS that is co-created by the community  
和社區共同創造一個完善及可行的公共空間原型設計
- Novel and innovative design ideas provided by the community  
由相關社區提供新穎和創新的設計理念
- Increase the sense of belonging of the community to the POS and increase their incentive to use and help maintain the POS. Alleviate backlash against design, maintenance and management in the future  
增加該社區對於那個公共空間的歸屬感，令他們更樂於使用及合力保養那片空間。同時減少日後社區對於那片公共空間的設計、維修和管理反感的機會



# Sharing past successful projects

## 分享過去的成功項目



# 1 Why do you need this action combo? 你為甚麼需要這個行動組合?

There is an insufficient amount of critical understanding on past POS projects and knowledge exchange between teams in terms of lessons learnt and rooms for improvement that are applicable to future development of POS.

The action combo helps to create a user-informed evaluation on the level of success of past projects and ways of disseminating the project-specific insights to different target audiences. Validation before expansion of knowledge ensures the information shared and experiences acquired are well founded and supportive for the creation of pioneering POS.

### Scenario

A public play space renovation with adventurous play elements has been completed. The management team wants the working team to review if the design is successful by collecting user feedback, and potentially share the learnings to other teams for future projects.

在過往的公共空間項目中，你的團隊慎思明辨不足；彼此沒有好好交流從中得到的經驗和教訓，那卻是有利日後各個公共空間日發展的助力。

這個行動組合有助針對過去項目的成功程度，以及向各式目標受眾傳達關乎項目的見解的方式，作出使用者知情的評估。在達至增廣見聞這一步以前，先行檢查驗證確保你所得的項目意見和經驗有憑有據，有助建立一個創新的公共空間。

### 情景

一個具備冒險遊戲設施的公共遊樂場新落成。管理層希望工作團隊收集使用者的意見，檢視設計的成功之處，並將此分享給部門內其他團隊，為未來的計劃作參考。

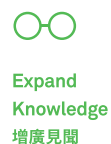
# 2 What are the Design Thinking Toolkit components needed? 需要使用哪些工具?



① User Journey Map

① 使用者旅程圖

Vol2  
P. 92



① Content Cards & Method Cards

① 主題卡及方式卡

Vol2  
P. 104

# 3 Who could drive this action combo? 誰可推動這個行動組合?



Working Team  
工作團隊



Management Team  
管理團隊



Design Practitioners /Consultants  
設計師 / 顧問

Government Departments  
Quasi-Governmental Organisations  
NGOs

政府部門  
半公營機構  
非政府組織

Government Departments  
Quasi-Governmental Organisations  
NGOs

政府部門  
半公營機構  
非政府組織

Architects  
Landscape Architects  
Urban Designers

建築師  
園境建築師  
城市設計師

## The possible scenarios that could arrive at this step includes

可能到達此步驟的情況包括：

### Working Team

#### 工作團隊

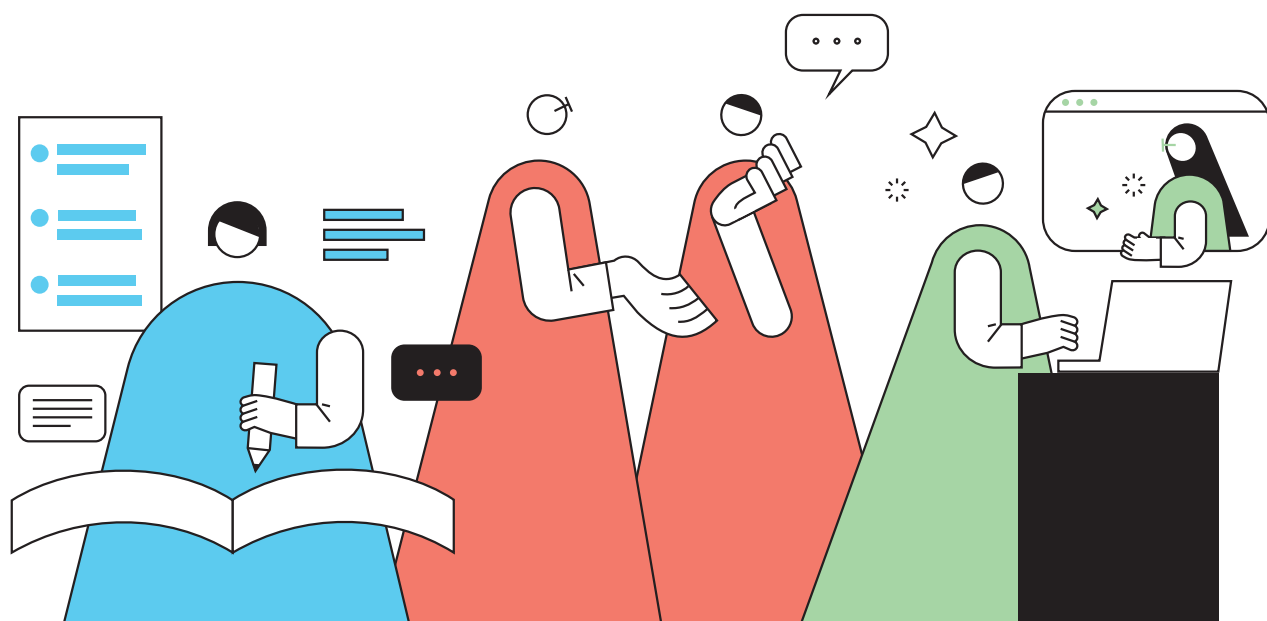
Government Departments  
Quasi-Governmental Organisations  
政府部門 | 半公營機構

You are looking to determine what design features make a project successful and how to foster the same when executing similar projects.

你想知道甚麼設計元素能夠令一個項目成功，以及在後日進行類似項目時，如何透過類似的方式促使項目成功。

Since completing an intergenerational POS for a new town, you have been receiving positive comments from the public, district councillors, community groups and social media. While community engagement informed early stages of planning, there are currently no post-completion surveys pinpointing user experiences that led to the project success. Since the information collected will further inform the design of other neighbourhood POS currently being planned for new towns developed by your organisation, you are keen to explore effective ways of knowledge exchange with the limited resources you have.

你完成一個新市鎮的跨世代共融公共空間項目後，備受公眾、區議員、社區團體和社交媒體好評。雖然社區參與獲得的洞見協助了前期的規劃及設計，現時卻沒有針對項目落成後的成果研究，從而了解使用者的體驗，探究項目成功的因素。若可收集使用者體驗，可以為正在進行的新市鎮規劃和社區公共空間設計提供參考。因此，你希望能夠利用有限的資源，探索最有效的知識交流方式。



### Management Team

#### 管理團隊

Government Departments  
Quasi-Governmental Organisations  
政府部門 | 半公營機構

You lead a department which is responsible for POS planning and would like to promote innovative, user-centric POS designs across the organisation.

你帶領的部門正在進行一項關於公共空間規劃的工作。在整個組織的過程中，你希望可促成一個創新和以使用者為中心的公共空間設計。

You participated in an overseas symposium where you visited an experimental POS and experienced its vibrancy first hand. Upon your return, you want to encourage your team to push for pioneering POS designs with more open-ended modes of management. You would like your staff to conduct POS-related research, user-centric studies and use some kind of internal team sharing to inspire new ways of thinking. You are open to strategizing with them on how to further disseminate the research with other teams within your organisation in order to influence POS planning across all AEC (Architecture, Engineering, & Construction) disciplines.

你在海外參加一個研討會，到訪一個公共空間實驗項目，親身體驗了這個空間呈現的活力。受其啟發，你希望鼓勵屬下團隊一起推動並開拓一個較開放的管理模式，造就各種創新的公共空間設計。你想安排下屬進行一個關於公共空間及以使用者為中心的研究，再以某種內部分享的方法啟迪一些新的思維模式。你願意和屬下團隊一起計劃，探討如何把這項研究成果分享給機構內不同的團隊，在各個建造業領域在設計公共空間上帶來影響。

### Design Practitioners / Consultants

#### 設計師／顧問

Architects | Landscape Architects  
Urban Designers  
建築師 | 園境建築師 | 城市設計師

Your POS design was successful in advocating new ideas while respecting the users' needs. You are asked to think about how best to impart your know-how to your peers.

你的公共空間設計既可回應使用者的需求，同時展現出創新的設計理念。現在你應要求想出一個妥善的方法把你的專業知識和經驗與公司同儕分享。

You have recently delivered a network of open spaces that is first-of-its-kind in Hong Kong. The studio director would like you to share your project experience to the local and overseas offices. Multiple sessions are expected to take place in order to outline the design development, challenges of working within the constraints, and post-completion analysis based on user experiences. Before announcing the sharing sessions, your team was asked to decide which is the best way to share the ins-and-outs of the project and whether key players of the project can be invited to speak.

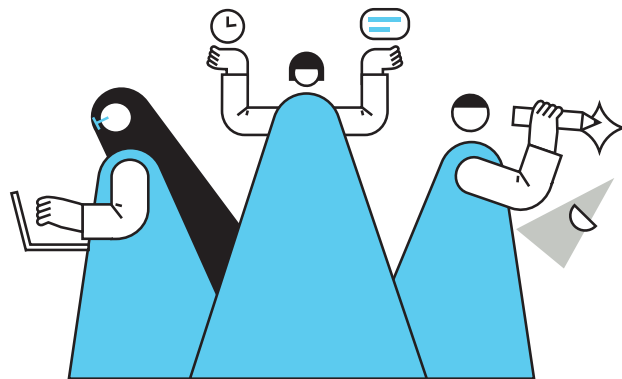
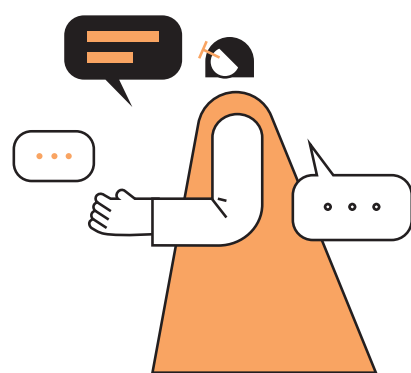
你近期完成一個於城中建立首個公共空間網絡的項目。你所屬工作室的總監希望你可以將這次項目所得的經驗，與本地及海外的設計工作室團隊分享。上司期望這次分享的活動能夠包含多個環節，囊括整體設計的計劃及發展、如何在有限的條件和資源下完成設計、以及如何利用使用者體驗進行分析等。你公佈分享細節以前，屬下團隊需預先做好準備，決定以哪一種方式分享，方能達至最有效的成果，以及考慮能否邀請到項目的關鍵成員分享心得。

# 4

## Who is needed to be successful? 所需的重要角色？

**Community Liaison(s)**  
Familiar with POS users  
熟悉公共空間使用者的社區專員

**Team Member(s) Familiar with the Concerned Project**  
熟悉相關項目的團隊成員



Essential to the success of **Validate**, it is crucial that the experiences, thoughts and opinions from POS users are presented by community liaison(s).

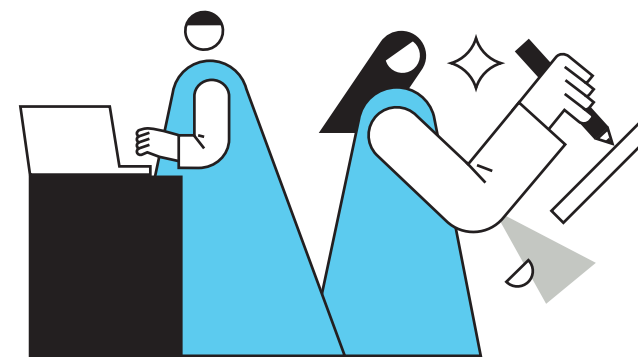
社區專員可傳達公共空間使用者各種體驗、想法和意見，是**檢查驗證**賴以成功的關鍵。

In addition, both internal and external team members who are in possession of project-specific knowledge relevant to the concerned past projects shall be needed for **Validate** and **Expand Knowledge**. The project-specific insights are essential in relating and supplementing the user journey provided in **Validate** and insider knowledge (eg. useful government contacts, well-established supplier relationships) can positively influence the content and methods of **Expand Knowledge** best suited to the intended target audience and internally-aligned sharing goal.

此外，要達成**檢查驗證**和**增廣見聞**的步驟，須確保內部和外部合作的團隊有成員具備項目相關的知識或經驗。在**檢查驗證**步驟中，關乎項目的見解，對於連結和補充這個步驟提供的使用者體驗不可或缺；內部知識（例如：聯絡相關政府部門的實用資料，與供應商建立牢固的關係）亦可以幫助在下一步**增廣見聞**中找到最適合預期目標受眾的分享方法和內容。

**Team Member(s) with Design Background**  
具備設計背景的團隊成員

**Management**  
管理層



While it is possible to conduct **Validate** and **Expand Knowledge** with participants from non-design backgrounds, the discussion will be enhanced if a designer with past experience in POS planning (eg. architect, landscape architect, urban planner, urban designer etc.) is present. As a catalyst, his/her ability to frame the users' experiences and concerns against typical real-life constraints imposed by the context, clients or maintenance agencies can ground the discussion and reduce assumptions made.

雖然我們與非從事設計的人士亦可實行**檢查驗證**和**增廣見聞**的討論，但過程中若有相關經驗的設計師參與（例如建築師、園境建築師、城市設計師、城市規劃師等），則可以根據他們過往的項目經驗更立體地討論。設計師發揮為催化的作用，他們能夠把所得的使用者體驗及關注的問題，與現實的背景、客戶顧慮或維修管理上的限制對照，使參加者能夠切實討論，減少假設。

Support from senior members of the organisation serves as powerful drivers in facilitating actionable next steps. It is recommended to get their buy-in and have them be involved at different points of the process, if possible.

項目獲得機構內職級較高的成員支持，將大大推進項目進程。建議先獲得他們支持，如果情況許可，讓他們在項目的不同階段參與其中。

# 5

## Time required 所需時間

Basic  
基礎

1 month  
1 個月

- Groundwork (Recommended)**  
基礎工作 (推薦)

  - Pre-workshop meeting or chat with team, local partners, community groups and liaison familiar with representative POS users
  - Informal meeting or chat between the organising team and management within the organisation regarding the details and expectations over the upcoming weeks
  - 與團隊、區內合作夥伴、社區團隊在工作坊實行前會面討論，提前與公共空間使用者代表聯絡及溝通
  - 與團隊和機構內部的管理人員進行非正式的會議或溝通，藉此確認未來數週的活動細則及了解期望
- 2-4 weeks**  
兩至四星期

  - Select and invite participants for the Validate workshop. Where necessary, additional pre-workshop briefing or alignment meeting may be required between organising team and community liaison(s). Prepare and conduct the workshop in 0.5-1 day
  - 挑選並邀請參加者加入檢查驗證工作坊。如有需要，可在事前聯絡主辦團隊或社區專員額外協調或準備。再用半日至一日來準備及進行工作坊
- 2-4 weeks**  
兩至四星期

  - Select and invite participants for the Expand Knowledge workshop. Prepare and conduct the workshop in 0.5-1 day
  - 挑選並邀請參加者進行增廣見聞工作坊。再以半日至一日來準備及進行工作坊
- Debrief (Recommended)**  
總結和整合 (推薦)

  - Post-workshop meeting within the organising team to summarise insights and begin the process of charting the way forward in terms of future action steps
  - 完成工作坊後，與團隊一起總結工作坊中獲得的洞見，並開始制定未來行動的步驟和發展方向

Note that invitation of external participants (eg. community liaison) for internally held workshops typically requires a longer period of time and a greater amount of coordination. Time should be allowed if advanced preparation is required by the community liaison to consolidate POS users' views. Similarly, if management staff of your organisation are to be invited, flexibility should be allowed in the timeframe.

請注意，如邀請外部的參加者（例如通過社區專員）參加內部舉辦的工作坊，往往需時招募及事前協調。若社區專員需在事前收集及整合公共空間使用者的意見，需就此預留一定時間。同樣地，若希望邀請到機構內的管理層參與活動，規劃時間方面需預留足夠靈活性及彈性。

# 6

## What is the desired outcome? 預期成果

- **Direct user feedback and opportunity to interact with community liaison/ representatives.**  
獲得使用者直接的意見回饋及與社區專員/代表互動的機會
- **Validation on the success of a project based on critical reviews and mapping of user journeys.**  
透過慎思明辨下的使用者評價，以及使用者體驗流程紀錄，驗證項目的成果
- **Evaluation of whether POS user experiences have been met and what improvements are required in future projects of a similar nature.**  
評估項目能否滿足公共空間使用者的體驗，從而發掘在未來類似性質項目中需要改進的地方
- **Decision of how to share and what resources should be used in presenting the successes of past projects depending on the target audiences and intended goals of the knowledge exchange.**  
根據目標受眾及知識交流的預期目標，取決如何分享過去項目成功經驗及所需資源的方式
- **Generating new ways of sharing insights that goes beyond standard presentations, workshops and discussions.**  
除了一般形式的匯報、工作坊和討論以外，建立新的方式分享見解
- **Building knowledge and capacity required in advancing a team's innovation readiness.**  
幫助團隊建立足以他們實行創新的知識和能力

# D

## Aligning objectives & setting a vision with the team 與團隊校準目標和訂立願景

### 1 Why do you need this action combo? 你為甚麼需要這個行動組合?

There is a lack of clear direction towards innovation and its application on an individual project and within long term project planning. An institutionalised, aligned and experimental method for design innovation is currently missing and there are no collective goals towards integrating innovation into POS planning.

This action combo helps to align objectives, set aspirational vision and mission, and facilitate a collaborative innovation culture for POS design with different team members across the organisation and hierarchy.

#### Scenario

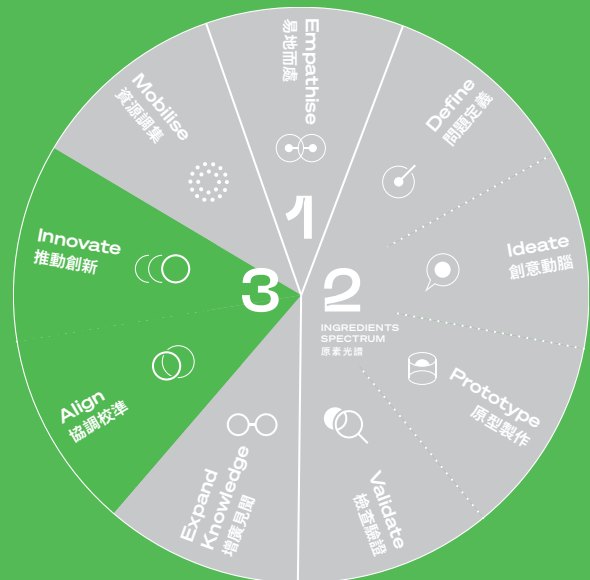
The management currently has plans to create a pet-friendly park that maximises other community uses. In an attempt to reduce programmatic conflict, reconcile user expectations and provide a design solution that goes beyond current efforts in dog park design. The working team wants to align with other key stakeholders on expectation setting and explore opportunities to bring in innovation.

你對於創新，以至如何在項目或長期項目規劃中創新，皆缺乏明確的方向。目前的制度沒有一致及具備實驗性質的方式來創新設計，亦沒有將創新元素融合公共空間規劃的共同目標之中。

這個行動組合有助你調整及貫徹團隊的發展目標，莫立抱負、願景及使命，得以建立團隊的合作和創新文化，在公共空間設計上促進跨組織和職級合作。

#### 情景

管理層目前有計劃興建一個寵物友善的公園，同時需要充分滿足其他社區用途。為求減少用途上的衝突、調節使用者期望，以及提供較現時狗公園設計更好的方案，工作團隊希望與主要持份者在期望上進行協調，開拓更多項目在創新上的可能性。



### 2 What are the Design Thinking Toolkit components needed? 需要使用哪些工具?



Align  
協調校準

① Topic Cards

① 題目卡

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Innovate  
推動創新

① Innovation Readiness Assessment

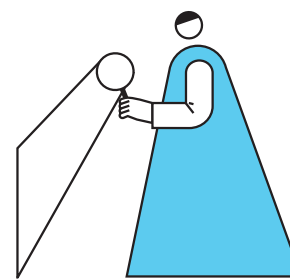
① 創新準備評估

② Innovation Ladder

② 創新階梯

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P.124

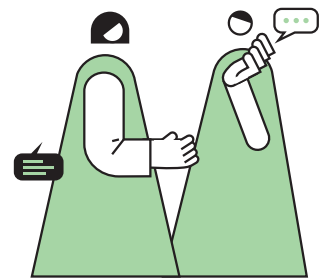
### 3 Who could drive this action combo? 誰可推動這個行動組合?



Working Team  
工作團隊



Management Team  
管理團隊



Design Practitioners /Consultants  
設計師 / 顧問

Government Departments  
Quasi-Governmental Organisations  
Corporations

政府部門  
半公營機構  
企業

Government Departments  
Quasi-Governmental Organisations  
Corporations

政府部門  
半公營機構  
企業

Architects  
Landscape Architects  
Urban Designers

建築師  
園境建築師  
城市設計師



The possible scenarios that could arrive at this step includes

可能到達此步驟的情況包括：

**Working Team**

**工作團隊**

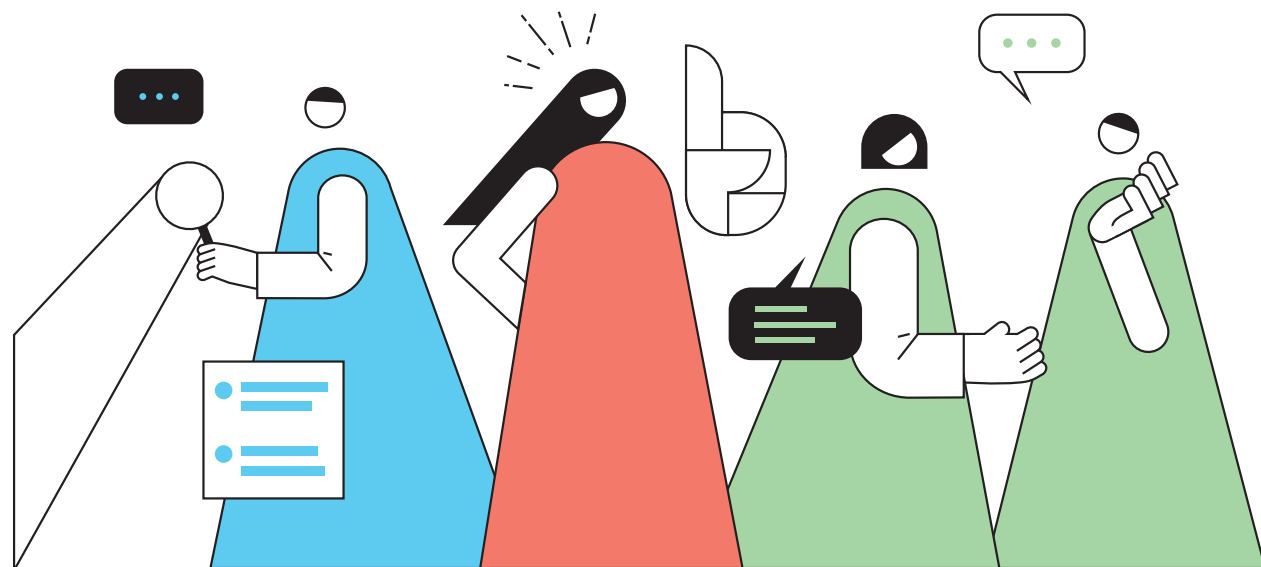
Government Departments | Corporations  
Quasi-Governmental Organisations  
政府部門 | 企業 | 半公營機構

You want to get everyone in your organisation on the same page regarding a specific project/ topic and align objectives that can form the basis of future innovation goals for the team.

你希望機構內每位成員在某個特定的項目或主題上認知相同，繼而訂立一致的方向建立團隊創新的目標。

Reviewing a recently completed POS design, you realised that not everyone in your team has the same alignment with the design or the management regime required to sustain this type of innovative POS. Wary of the impact the difference in expectation could have on future POS planning and decision-making processes with stakeholders, you would like to align the collective understanding of the team through a critical review of this particular project and take this opportunity to set out long-term innovation goals that the team should aspire to achieve. Any unaligned topic and issue should be identified as items which should be observed in the future.

你審視剛完成的公共空間新設計，意識到若要維持這種創新的公共空間發展，團隊或管理層內不是每人都掌握所需的設計與管理之道。你顧慮若大家對於項目的期望不一，或會影響未來同類型的創新項目，以及與持份者進行的決策過程。因此，你想對於這個項目進行一次評估，統一整個團隊的理解，藉此訂立團隊應要銳意達至長期的創新目標，並持續留意及觀察其他沒達至共識的主題和問題。



**Management Team**

**管理團隊**

Government Departments | Corporations  
Quasi-Governmental Organisations  
政府部門 | 企業 | 半公營機構

You want to set up a formalised vision for POS design innovation based on recent projects and to create a roadmap for creating a culture of innovation within the organisation.

你希望以近期的項目為本，正式莫立一個有關公共空間設計創新的願景，繼而規劃循序漸進的發展路線，在機構中建立創新文化。

Lately, multiple working teams in your organisation have separately presented novel and promising ideas for proposed POS led by your department. Encouraged by what you have seen, you would like to explore, test and understand whether the ideas developed for a few POS are in fact aligned with the rest of departments in terms of design direction and maintenance. Aligned and unaligned topics that are highlighted would both serve as inspiration and long-term objectives for the organisation to achieve. Using this as a jumping off point in improving project quality, you also want to know how to formalise occasional moments of design innovation into a culture of innovation.

最近你所屬機構的不少工作團隊，對於由你部門負責的公共空間項目提出了種種新穎而扎實的公共空間設計想法。你受到這些意念啟發及鼓舞，希望探索、測試和了解手上為一些公共空間項目構思的意念，在設計方向和保養維修方式上是否與其他部門的想法一致。在討論中，你相信不論有否得到共識，期間發掘的主題皆可機構的發展帶來啟發，以及訂立長遠的目標。你希望由此出發，了解如何把這些偶然的創新設計意頭植根，在機構內孕育出創新文化。

**Design Practitioners / Consultants**

**設計師／顧問**

Architects | Landscape Architects  
Urban Designers  
建築師 | 園境建築師 | 城市設計師

Based on recent project experiences and clients' demand for innovative solutions in the built environment, you identified an urgent need to review and improve the team and organisational readiness for design innovation.

你本着近期的項目經驗，以及客戶對創新解決方案的要求，發覺急需檢視及提高團隊及機構對於設計創新一事準備就緒的程度。

Your client has been very keen in adopting technologies in the external landscapes of a new POS project. After several meetings, it was clear that your interpretation differs from your client and the design progress is stagnating. You need some way of aligning expectations with your client and outlining all the stakeholders and issues associated with the various technological applications proposed for the site. Simultaneously, with the increasing demand for technological applications in built projects which often require experimentation and flexibility in project planning, you want to follow up the external alignment with some sort of internal review to address the apparent underpreparedness for innovation within your studio.

你的客戶想在新的公共空間項目戶外園景中採用新科技。幾次會議過後，你深知道自己與客戶對於科技的理解不一，令項目停滯不前。你需要採用一些方式，務求令你和客戶在設計期望上得到共識，概述箇中相關的持份者，以及種種建議於選址應用的技術或衍生的問題。隨在公共空間項目應用科技上的需求日增，在項目規劃往往需要靈活應變，不斷試驗。你想藉此機會銜接外界趨勢之餘，同時實行內部評估，得以解決工作室現時尚未就緒創新的情況。

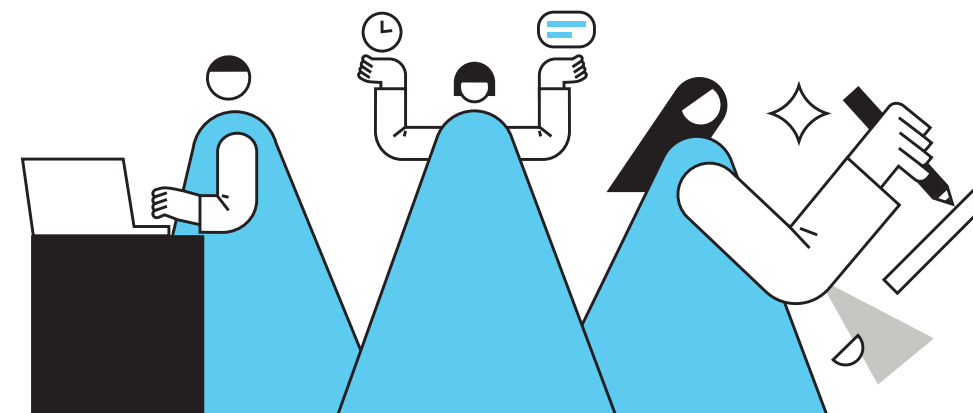
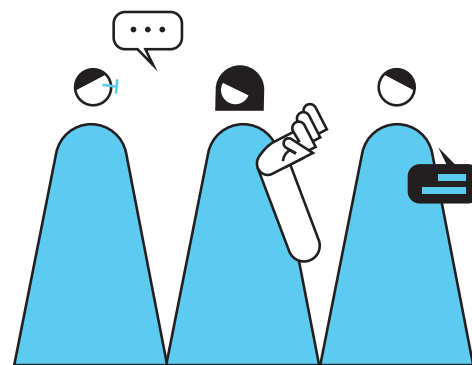
# 4

## Who is needed to be successful? 所需的重要角色？

Management/  
Decision Makers  
管理層 / 決策者

Team Members from Across the  
Organisation and Hierarchy  
來自機構及不同職級的團隊成員

Team Member(s) with Design and/or  
Project Management Background  
具備設計或項目管理背景的團隊成員



Management level team members are crucial in guiding and setting out the mission and vision for the team/department/organisation. Especially, the absence of management in **Innovate** and therefore a lack of clear idea of corporate existing timeline, milestones and any goals related to innovation would mean a high level of speculation amongst the team members when using the tool. The participation from management would ensure that they themselves are invested in any decision made or conclusion drawn. The level of buy-in and support in next actionable steps would likely be higher as a result.

管理團隊在指導和訂立團隊/部門/機構的使命和願景上，角色舉足輕重。尤其是在**推動創新**的過程中，若沒有管理層推動，導致機構上下沒有一套清晰的方法、途徑、目標及里程碑造就創新，會令團隊成員使用這項工具時摸不着頭腦。管理團隊若可參與其中，就會讓他們持續關注箇中任何決定或定案，令將來實施下一步措施時更容易獲得他們支持。

While all tools used in **Align** and **Innovate** would benefit from the participation of members of various seniority and experience levels, it is most important that a wide range of opinions are captured in the **Innovation Readiness Assessment**. Having participants from across the organisation would allow staff who are typically not allowed to be involved in policy change or innovation discussions to voice their opinion.

無論是使用**協調校準**或是**推動創新**的工具時，若有機構內不同資歷和經驗的成員參與，必有效益。最重要的是，在使用**創新準備評估工具**時，需要收集各式意見。這樣亦能夠讓平日無法參與推動機構政策或創新的團隊成員，皆可抒發己見。

Team Members with an understanding of the POS design process, planning and implementation will aid the review. Adequate knowledge regarding POS management and maintenance is also typically required to deliver relevant insights. The ability to identify key objectives that are worth pursuing in the next phase involves the participation of critically-minded, pragmatic yet innovative team members. Furthermore, the participation of Project Managers can allow them to represent and help inform the management position on the issue - should management be unavailable to participate in person.

團隊若有成員認識公共空間的設計過程、規劃和實施，將有助評估過程。此外，成員往往亦要備有足夠的公共空間管理及維修保養知識，方可帶來獨到的見解。團隊需要能夠慎思明辨、務實卻不失創新的成員，才有能力識別出值得在下一階段追求的重大目標。此外，若管理層無法親自參加，項目經理可以成為代表，轉達管理人員的立場。

## 5

Time required  
所需時間Basic  
基礎1 month  
1 個月Groundwork  
(Recommended)  
基礎工作 (推薦)

- Informal meetings with peers and management to review the details and goals of the planning workshop and the topic(s) or project(s) to be discussed. A casual, pre-workshop alignment with management is especially important as their support throughout the process is crucial for the success of maintaining the momentum of organisational innovation established through the workshops.
- Strategize the methods and logistics in distributing the **Innovation Readiness Assessment** to the staff within your organisation. The staff completing the Assessment shall be across the organisation and hierarchy. Determine a sample size that is manageable with the resource available.
- Issue or project specific materials, research, graphic or information shall be gathered for reference when using **Topic Cards** in the **Align** action. This is crucial if any team member using the tool is not completely familiar with the project, its associated issues or the important stakeholders involved.
- 與同事和管理層進行非正式會議，商討工作坊細節和目標，以及需要討論的項目或主題。管理層的支持能夠推動為機構創新。有鑑於此，在舉行工作坊前與管理層非正式會面先行協調，這個安排十分重要。
- 在機構內派發**創新準備評估**時，先構思好最有效的分發方式和流程。派發的對象應包羅組織內不同職位及職級的員工。派發的數量可根據實際可調配的資源調整。
- 在使用**協調校準**行動中的**題目卡**工具時，應要準備及集齊有待協調的主題或項目相關資料、研究、圖像及資訊，以供參考。這些資料對任何不熟悉該項目、相關問題或箇中重要的持份者的團隊成員尤其重要，有助他們了解更多

2-4 weeks  
兩至四星期

- Select and invite participants from within your organisation for the **Align** workshop. Prepare and conduct the workshop in 0.5-1 day.
- 在機構內挑選及邀請參加者加入**協調校準**工作坊。使用半日至一日來準備及舉行工作坊。

2-4 weeks  
兩至四星期

- Prior to the **Innovate** workshop using the **Innovation Ladder**, distribute and collect the **Innovation Readiness Assessment** returned from the staff.
- 在**推動創新**工作坊使用**創新階梯**前，向職員分發並收集**創新準備評估**。

2-4 weeks  
兩至四星期

- Select and invite participants from within your organisation for the **Innovate** workshop(s) to complete the use of two **Innovate** tools.
- The collected **Innovation Readiness Assessment** shall be reviewed and consolidated. The consolidated **Innovation Readiness Assessment** should be used in the completion of the **Innovation Ladder**.
- 從機構內挑選及邀請參加者加入**推動創新**工作坊，並且在工作坊中使用**推動創新**步驟中的兩種工具。
- 分析並整合所得的**創新準備評估**結果，並在使用**創新階梯**工具時作為參考。

Debrief  
(Recommended)  
總結和整合 (推薦)

- Post-workshop meeting within the organising team to summarise and understand the documented actionable next steps noted in both **Align** & **Innovate**. An informal meeting or chat with management, especially those who participated in the workshops, will reinforce the objectives of the workshops.
- 在工作坊結束後，與團隊一起整合工作坊中獲得的洞見。深入了解討論中提及到進一步行動，思考實行相關的措施。若可與參加工作坊的管理層進行非正式的會議或討論，更可有助鞏固工作坊的目標。

Depending on the enthusiasm of the staff and logistics required for distribution, the time required to complete and review the **Innovation Readiness Assessments** will vary.

Extra time and flexibility should be factored into the workshop planning to allow for management's participation. For expediency and to work with management's schedule, it would be advisable to combine the review of the **Innovation Readiness Assessment** (Step 5 of **Innovation Readiness Assessment**) and the use of **Innovation Ladder** into one single workshop.

If the resources required are beyond what you or your team can provide, external consultants may be required to be hired in order to give extra assistance.

完成和分析**創新準備評估**所需的時間，將取決於職員積極的程度，以及派發的流程是否順暢。

規劃工作坊時，應預留充足的時間及彈性，讓管理層能夠參與其中。為方便起見，並配合管理人員的日程安排，建議把**創新準備評估**結果分析和使用**創新階梯**兩項活動結合成為一場工作坊。

如果所需資源超出你或團隊可提供的範圍，則需要考慮聘請外部顧問支援。

## 6

## What is the desired outcome?

## 預期成果

- An alignment of the team on how to pursue new ideas, project directions and innovation.  
團隊在追求新想法、項目發展方向及推動創新上達至共識
- A collective understanding of a given POS project or topic within the organisation.  
機構內對既定的公共空間項目或主題理解一致
- Discover unaligned issues and how to address them in the long-term through innovative design, planning and stakeholder engagement.  
找出有待共識的議題，並透過創新的設計、規劃和持份者的參與加以處理
- A critical decision of whether to move forward with innovative new ideas or to step back and learn from other projects and ways of planning POS  
作出關鍵的決定，確認要推進創新，還是先從其他項目及規劃公共空間的方式中學習
- Establish an internal team's innovation readiness level in starting or maintaining design innovation practices.  
讓內部團隊在推動創新方面準備就緒，得以開始或維持設計創新的做法
- Gain knowledge on how to formalise isolated moments of design innovation  
得知如何把零碎的設計創新意念集結成形
- Create a vision and mission for the organisation to use as a guiding principle in future POS planning.  
為機構訂立清晰的願景和使命，作為未來公共空間項目規劃的原則



# E

## Re-aligning resources for a new project 為新項目重整資源

### 1 Why do you need this action combo? 你為甚麼需要這個行動組合?

When initiating a new POS project, there is a need to pinpoint key issues and stakeholders to align with before informed decisions are made regarding project resource allocation. A well-structured process involving problem prioritisation, alignment of stakeholder expectations through transparent discussions and innovative mobilisation of project resources is currently not available in your organisation.

This action combo helps to reveal the most significant problems of a given subject, planned project or site which can be addressed through specific, flexible or even novel approaches introduced in tender documents.

#### Scenario

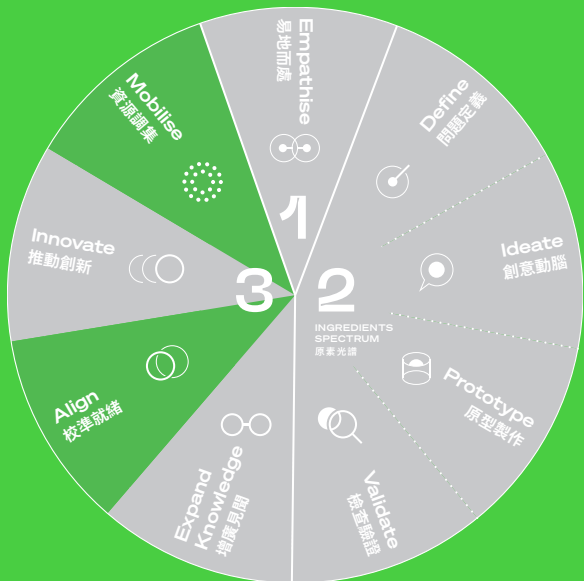
Prior to the Tender Issuance for a new user-centric plaza that shall be Hong Kong's first carbon negative POS, the management wants the working team to align with other stakeholders to understand more about previous difficulties and hindrances, so that they can review the draft tender document, identify potential missing tasks and allocate more resources accordingly.

在推行新的公共空間項目時，你需要先找出關鍵問題及持份者，加以調協，才可好好分配項目資源。現時你的機構沒有一套既定和清晰的流程及指引，足以讓你識別問題的優先排序，得以透過通達透明的討論貫徹持份者的期望，以及靈活且創新地調集項目資源。

這個行動組合有助揭示一個主題、規劃項目或選址中最重要的問題。這些問題可透過指在招標文件中引入具備、靈活甚至新穎的方法加以應對。

#### 情景

在香港首個負碳排放及以使用者為中心的公共空間進行招標之前，管理層希望工作團隊能夠與其他持份者進行協調，了解更多過去的難關和阻礙。繼而檢視招標書的草案，找出有否遺漏任何工作項目及能夠更恰當地分配資源。



### 2 What are the Design Thinking Toolkit components needed? 需要使用哪些工具?



Align  
協調校準

① Topic Cards

① 題目卡

Vol2  
P. 114



Mobilise  
資源調集

① Task Cards & Resource Cards

① 工作項目卡及資源卡

Vol2  
P. 140

### 3 Who could drive this action combo? 誰可推動這個行動組合?



Working Team  
工作團隊



Management Team  
管理團隊



Design Practitioners /Consultants  
設計師 / 顧問

Government Departments  
Quasi-Governmental Organisations

政府部門  
半公營機構

Government Departments  
Quasi-Governmental Organisations

政府部門  
半公營機構

Architects  
Landscape Architects  
Urban Designers

建築師  
園境建築師  
城市設計師

The possible scenarios that could arrive at this step includes

可能到達此步驟的情況包括：

**Working Team**

**工作團隊**

Government Departments  
Quasi-Governmental Organisations  
政府部門 | 半公營機構

You are looking to tailor-make a tender document to address any specific issues of a proposed project site and its context.

你想特別草擬一份招標書，針對處理選址及其背景中任何具體的問題。

You are involved in the planned renovation of a well-used but tired-looking POS that has long been the centre of community life in the district, with many residents feeling a sense of attachment to the space. Understanding there are vocal local groups in the area and a proactive district councillor who is keen to incorporate the community's wishes into the revamped POS, you want to identify who to speak to and how to incorporate action items that addresses their demand into the upcoming tender issuance for this project.

你參與一個公共空間翻新計劃。這片空間雖然設計平庸，但使用率甚高，是區內能夠聚集不同人士的重要地標，居民對這個地方富有感情。你得知社區有一些幫助居民發聲的團體，以及積極幫助社區的區議員。他們希望可以將從社區收集得來的意見放進翻新的設計中。因此，你想確定區內的聯絡對象詳談，並思考如何在項目的招標書中加入合適的工作項目，回應他們的需求。



**Management Team**

**管理團隊**

Government Departments  
Quasi-Governmental Organisations  
政府部門 | 半公營機構

You are tasked with resolving a project specific issue, which has been elevated for a cross-departmental resolution, through a tender that addresses the problem and considers stakeholder demands.

你需要解決一個項目某個具體問題。那個問題已提升至需要一個跨部門解決方案的層面，以招標書的渠道加以解決，同時滿足持份者的需求。

A long-running site issue concerning multiple community stakeholders and maintenance departments remains unresolved on a controversial site proposed for a POS. To minimise delay in the construction programme and preventable conflict both internally and externally, directorate-level management has requested that the tender document include specific means and measures that design consultants have to implement in order to collaboratively resolve the issues expediently. Before that, all key stakeholders and their topic of concerns have to be clearly identified by the management and working team responsible.

在一個具爭議性的公共空間選址中，有一個長期問題，牽涉多個社區持份者及維修保養部門，卻沒有一個有效的解決辦法。為了減少對施工的延誤和團隊內外的衝突，董事局要求在招標書中列明，設計顧問需就這個問題提出具體和有效的解決方針，並透過合作落實相應的措施。因此，管理層及工作團隊需事先清晰識別所有主要持份者，以及他們對於這個問題的顧慮。

**Design Practitioners / Consultants**

**設計師／顧問**

Architects | Landscape Architects  
Urban Designers  
建築師 | 園境建築師 | 城市設計師

You are asked by the client to hire specialist(s) to manage a series of community engagement, liaise with local activists and conduct public events as part of a larger construction project.

你的客戶要求你的團隊聘請社區參與專家，用作管理連串與一項大型建設相關的社區參與活動，與區內活躍分子聯絡，並舉行公開活動。

As part of a high-profile composite development centred around bridging the gap between the government and the public, you are required by the client to manage a sub-consultant that specialises in community engagement, social innovation and event planning. Before you draft and submit the tender to your client for issuance, as the lead consultant, you want to thoroughly review all the potential issues and understand the estimated number of stakeholders the sub-consultant would need to engage with. This serves to set up a more experimental and ambitious tender and facilitates a more comprehensive tender procurement process for the benefit of the client.

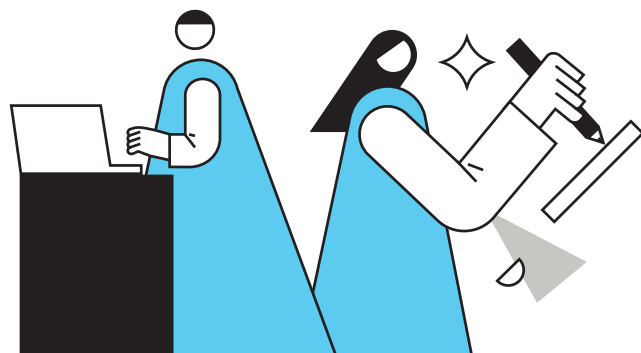
你參與一個備受關注的綜合發展項目。項目旨在成為政府與大眾之間的橋樑。因應客戶要求，你需要管理一名從事社區參與、社會創新和活動策劃的分判顧問。你作為設計的首席顧問，現在希望在撰寫和提交相關的招標書以前，可以徹底地檢視所有潛在的問題，了解分判顧問需要接觸的持份者人數等。透過協調校準和資源調集的組合，有助你撰寫出一份更具實驗性、雄心及全面的招標書，從中物色最合適的分判商。

# 4

## Who is needed to be successful? 所需的重要角色？

**Project Manager and/or Tender Writers**  
項目經理 和 / 或  
負責編寫招標書的成員

**Team Member(s) with Design Background**  
具備設計背景的  
團隊成員



Essential to the tender improvement process in **Mobilise**, it is crucial that project managers familiar with tender drafting and construction management from concept to completion participate. Thorough understanding of the conventional tender schedules, requirements and deliverables allow the team to identify unique opportunities for innovation.

在資源調集步驟的改善招標書過程中，所參與的項目經理應要備有草擬招標書，以及由設計概念到項目落成的施工管理經驗。團隊可以因應他們的經驗，理解更多關於常規的項目時間安排、相關要求和項目成果，由此發掘獨特的創新機會。

Team Members familiar with the POS planning, design and construction are advantageous in listing stakeholders to align with and to engage the entire team in deeper discussions of sub-issues that were not immediately apparent. Their experience will potentially allow opportunities and challenges to be more readily identified and subsequently, provide actionable next steps that can appropriately mobilise resources in future tenders.

若有成員具備公共空間規劃、設計或施工背景或經驗，將有利團隊更清晰地得知與哪些持份者調協，該全體成員可更深入討論其中潛在的機遇和問題。相關成員的經驗更可幫助團隊釐清進一步的行動，在未來的招標項目中調配資源。

# 5

## Time required 所需時間

**Basic**  
基礎

**1** month  
個月



**Groundwork Part I (Recommended)**  
第一部份基礎  
工作 (推薦)

- Project specific materials, research, graphic or information shall be gathered for reference when using **Topic Cards** in the **Align** action. This is crucial if any team member using the tool is not completely familiar with the project, its associated issues or the important stakeholders involved.
- Coordination with management within the organisation regarding the details and goals of the planned workshop.
- 在使用**協調校準**行動中的**題目卡**工具時，應事先收集項目相關資料、研究、圖像資訊等作為參考內容。這樣可有助不熟悉該項目的成員加深了解，同時認識箇中的問題或重要的持份者。事先與機構內的管理層統籌工作坊的細節，確定希望達到的目標。

**2weeks**  
兩星期

- Select and invite participants from within your organisation for the **Align** workshop. Prepare and conduct the workshop in 0.5-1 day.
- 從機構內部邀請參加者加入**協調校準**工作坊。以半日至一日來準備及舉行工作坊。

**Groundwork Part 2 (Recommended)**  
第二部份基礎  
工作 (推薦)

- Gather and prepare the draft or work-in-progress tender of the project for use in **Mobilise** workshop.
- 在舉行**資源調集**工作坊前，事先準備和項目相關的招標書或草擬文件。

**2weeks**  
兩星期

- Select and invite participants from within your organisation for the **Mobilise** workshop. Prepare and conduct the workshop in 0.5-1 day.
- 從機構內部邀請參加者加入**資源調集**工作坊。以半日至一日來準備及舉行工作坊。

**Debrief (Recommended)**  
總結和整合 (推薦)

- Post-workshop meeting within the organising team to summarise and understand the documented actionable next steps noted in both **Align & Mobilise**. An informal meeting or chat with management can be beneficial in looping in senior members and getting their buy-in for any future course of action.
- 在工作坊結束後，與團隊一起整合工作坊中獲得的洞見，深入了解在**協調校準**和**資源調集**步驟中提及進一步的行動，思考實行相關的措施。若可與管理層進行非正式的會議或討論，更可有功得到他們的支持及推動後期的行動。

While external participants are not expected for both **Align** and **Mobilise**, extra time may be required to invite team members who are required to make the workshop successful. For **Mobilise** in particular, since the tender document is essential and a prerequisite, one may have to postpone the workshop or adjust the timing of the subsequent steps (ie. the debriefing and informal meeting with management) until the tender writing is sufficiently developed or advanced enough for review. This would reduce the amount of speculation involved while using the tool.

縱使我們預期不會有外來的參加者參與**協調校準**和**資源調集**這兩個步驟，但最好預留充足的時間來邀請團隊成員參與，確保他們能夠抽空出席，促使工作坊順利完成。尤其是在**資源調集**步驟中，由於討論將關乎招標書，在相關招標書完稿或成文以前，皆難以就此討論及檢視。就此，團隊或需因應編寫招標書的進度延後舉行工作坊及後續步驟的時間，令大家使用相關工具時減少假設或猜度。

## 6

## What is the desired outcome?

## 預期成果

- Establish a prioritised, project-based alignment approach covering common topics and those previously not addressed.  
建立一套特定的調協方法，應付相關項目中常見及潛在的主題
- Create consensus and agreement on the actions to be taken.  
和議進一步的行動，達成共識
- Gauge the overall readiness for alignment, negotiation and information sharing within an organisation.  
評估機構內部對於協調、商討及資訊共享的準備程度
- Create a framework for future problems solving, stakeholder identification and dialogue both internally and externally.  
針對未來解難的方式、持份者識別以及與外部和內部之間進行的對話建立一個完善的框架
- Identify the scope for innovation in conventional tenders  
在傳統的招標書中找出可以創新的範疇
- Strategic and flexible mobilisation of resources to carry out novel tasks as required to resolve the demands or comments of stakeholders.  
因應持份者的需求或意見，有策略及靈活地調集資源，解決難題

## Ch4.

THE 12 PRINCIPLES  
12 大原則

The 12 principles below are your anchor in using the POSsible! Design Thinking Toolkit.

在使用「空間大可能！設計思維工具包」時，請緊記以下12大原則：

- # Open-minded 開放態度
- # Dig deeper 深入發掘
- # Experimentation 實驗精神
- # Collaboration 團體合作
- # Be visual 一目了然
- # Build relationships 建立關係
- # Facts as basis 有憑有據
- # Observe for revelation 細心觀察
- # Insights as springboard for action 見解洞察
- # Data is about people 人性數據
- # Responsive and iterative 持續改進
- # Empowerment 賦能授權



# 4.1

## Engaging Users 與使用者溝通

POS Users play a very important part in informing your design. By understanding their habits, behaviours, needs and desires, it can help you to create a POS that is desirable. When you are engaging users, keep in mind the following principles for better results!

公共空間使用者是設計中重要的一環。透過了解他們使用公共空間的習慣、行為、需要及渴求，這些資訊能夠協助你設計更吸引他們使用的公共空間。當你與他們溝通時，請謹記以下幾個原則：

#Open-minded 開放態度	#Dig deeper 深入發掘	#Experimentation 實驗精神
<p><b>Be an open-minded listener. Don't judge.</b> 聆聽，再聆聽</p>	<p><b>Be curious. Don't jump to conclusions quickly.</b> 發問，再發問</p>	<p><b>Everyone can be creative. Embrace the spirit of experimentation!</b> 人皆有創意</p>
<p>Listening is very important to understanding, instead of judging right or wrong. The key is to make everyone feel like they can say whatever is on their mind and allow others to build on it. You will never know when insights will strike.</p> <p>聆聽的作用是為了深入了解，而不是判斷對錯。營造一個包容的討論空間，讓大家自在地表達意見，自由地交流想法。你總不能預測誰人會靈光一現，提出絕妙的想法。</p>	<p>Users are the guides to discover actual needs in the POS. Give them the tools, inspire them, and always ask one more question to dig deeper to discover in-depth insights!</p> <p>使用者是發掘真正需求的重要途徑和線索。給予他們工具，啟發他們；唯有不斷追問，我們才能發現洞見。</p>	<p>Creativity is about a process, one which will never be perfect or complete. No ideas are born perfect. Wild ideas can often give rise to creative leaps. By experimenting, we can understand what we really want without the constraints of technology or materials.</p> <p>創新是一個過程，永遠不會是完美或完整的。先別否定自己！沒有問題是愚蠢的，沒有想法是瘋狂的。看似膚淺的問題往往會戳破許多人的盲點，天馬行空的念頭會大大拉闊想像的空間。</p>

#Collaboration 團體合作	#Be visual 一目了然	#Build relationships 建立關係
<p><b>Build on the ideas of others. Learn, practice, repeat and grow better together.</b> 學習、實踐、復習，精益求精</p>	<p><b>If you can't say it, draw it out!</b> 別只說出你的想法，把它畫出來吧！</p>	<p><b>Build platform for all to participate.</b> 建立任何人都可以參與的平台</p>
<p>Great solutions come from small bites of diverse ideas. In every conversation, try to use "and" instead of "but".</p> <p>優秀的解決方案往往是由各種迥異不同的想法組成。每次溝通時，多說「是，還有...」，少說「但是」。嘗試順着別人的想法說下去，不要太早拒絕接納他人意見。</p>	<p>Not everyone is good at expressing their thoughts through words eloquently. Sometimes words can be a troubled carrier of brilliant ideas, but nothing gets an idea across faster than drawing it. Give them paper and pen, and they will do the rest!</p> <p>有些時候，我們很難單憑說話去表達腦海中所有意思。給他們筆和紙張，把想法畫出來是最快捷和有效的溝通方法！</p>	<p>Anyone can be a part of making POS better. The engagement process should allow for an inclusive environment where expression of opinions, views and creative ideas are not stymied. An open conversation provides a platform that people from all walks of life can participate in and most importantly, be a productive part of the POS development process. When engaging with strangers, begin with respect and initiate small conversations. Do invite them to return for the next event to build a continuous relationship!</p> <p>任何人都可以貢獻，為公共空間設計出一份力。參與過程應營造一個共融的環境，讓不同意見、觀點和創意的構思能夠不受任何阻礙地表達出來。公開溝通的方式能夠開創一個不同背景及年紀都可以參與的平台，亦令公開溝通的模式成為創造公共空間中重要而富有成效的一部分。和使用者溝通時，先簡單有禮地打開話題；在活動結束後，再邀請他們來出席未來的活動，建立長遠的關係！</p>

# 4.2

## Finding the right design direction 尋找合適的設計方向

From site observations, interviews, surveys, and different sources of data, how might we generate insights and convert them into design principles, strategies, and specific design?

Through the framework of design thinking, this is one of the most important steps that your team can take. To translate evidence-based design research into insights to drive further design actions. We will illustrate some principles of gathering data towards framing the right questions.

我們如何從實地考察、訪問、問卷調查及各樣的數據來源中獲取洞見，再把這些見解轉化為設計原則、策略及元素？

數據整合及分析是設計思維的框架內一個重要步驟，將基於數據的設計研究化為洞見，繼而推動未來的設計行動。以下幾個數據分析的原則，有助你在項目中尋找合適的議題。

### #Facts as basis 有憑有據

Facts are actual information that is unquestionable, for example, population numbers, site area, public space per capita, etc. Facts can be extracted through desk research. This is often a useful technique in revealing basic understanding of the subject

實證數據能夠客觀地反映現況，例如人口數字、選址面積、人均公共空間面積等。我們可以從桌面研究中獲得這些客觀的數據，建立對於選址或特定議題的基本認知。

### #Observe for revelation 細心觀察

Observations are revelation through your own lens of getting deeper into the subject matter. For example, you are observing the kinds of behaviour of people using public open spaces. You are trying to see if children are playing together most of the time, or playing alone. While there is a certain factual quality of it, it is sometimes subjective. You, as the observer, based on your reading and understanding of the site, reveal these observations based on your understanding of “play”, “together”, and your limited exposure of time at the site. There’s never a full factual picture, always only partial revelation.

實地考察是透過個人主觀的角度深入了解項目，從而獲取獨到的見解。例如，你正在觀察公共空間不同使用者的行為習慣，了解究竟兒童會否以群體的形式玩樂。看似客觀的觀察，當中亦包含主觀的因素。在觀察的過程中，你以觀察者的身份，依照自己對於「玩樂」和「群體」的理解去判斷眼前的情景是否和自己的認知相同或相異。礙於不同的認知和有限的觀察時段，我們所得的理解會是全貌的一部分，而非完整的畫面。

### #Insights as springboard for action 見解洞察

Insights are thus further inferences of facts and observations that you have discovered. Insights are generated from a deeper understanding of the issue, and comparing different facts and observations, with a “wow” factor.

#### ① An insight is about the why

An observation is something you notice. An insight is something you uncover. Insights get down to motivations, truths and needs.

#### ② An insight is true

Use facts, cultural observations, statistics or user quotes to substantiate your insight.

#### ③ An insight is a catalyst

A great insight will bridge the gap between your challenge and (eventually) your solution.

#### ④ An insight is illuminating

An excellent insight shows you the world or people in a different way. It should have a “wow”: making you stop and reconsider how you understand the facts / the world.

我們結合先前所得的實證數據及個人獨到的觀察，便可以獲取到的見解。那些見解是我們對於特定議題更深入和獨到的看法，以數據和觀察佐證，並能夠讓人驚嘆。

#### ① 見解是去發現原因

觀察的過程能夠讓你察覺眼前的狀況，而發掘洞察是你發掘出背後的動機、原因和需要

#### ② 見解是具真確性的

見解需經過實證數據、實地觀察、統計數據或使用者意見印證實真確性

#### ③ 見解是催化劑

出色的見解能夠縮窄面前的挑戰與（最終）解決方案之間的差距

#### ④ 見解是具揭示性的

出色的見解能夠以不同的方式展示不同的觀點。它會讓你驚嘆，使你停下來並重新思考自己對數據或現況的理解

### #Data is about people 人性數據

Every piece of data is a person behind. The awareness that doing design research is not about just numbers and data, but the story, the needs, and the ideas of the person behind the data. We may not be able to talk to every POS user because of the limited resources, time, or reach, but how might we engage them as people, and communicate the results as data about people and not cold hard-facts?

每項數據背後其實與人息息相關。我們進行設計研究時，大家需時刻意識到所關注的不應只是數字和數據，而是那些數字隱藏每個人不同的需要和故事。在有限的資源、時間和接觸層面下，我們無法和每一個公共空間使用者逐一溝通，但我們如何觸及他們，再透過數據以人性化的方式呈現他們的想法？

## TIPS 秘訣

### ① Balance quantitative and qualitative data

Using the right tools would give you tactical results. In design research, we usually combine quantitative data with qualitative data to arrive at both information that provides a broader but usually shallower understanding of an issue at the same time reveals deeper insights. You can refer to tools under Ingredient I for collecting qualitative and quantitative data.

For example, one can start with an online survey to understand the key issues that POS users care about and are of a concern. From there, we can conduct qualitative research to run focus group discussions based on the most selected topics to understand the reasons behind. Besides understanding the needs of the users, it is also helpful to validate and test initial design concepts via an online survey, and conduct interviews or focus group discussion to dive deeper into the whys.

### ② Using insights to frame the right questions for design exploration

Once you have a list of insights, you can use them to identify key issues and frame the right questions for further ideation and exploration.

This is a tipping point, from distilling information, to exploring solutions during the ideation process. This is another point in the design thinking process where we are openly collecting many different ideas from users and stakeholders that are related to public open space.

Data here could come in many forms: written texts, sketches, images, insights, technology solutions, design ideas, and many more. The medium of communication can become multi-fold, especially if the sessions are workshops. The process of gathering this data can be a very creative process. For example, using balloons as an attraction for neighbours to leave comments about the neighbourhood can be an effective data collection process.

### ① 平衡量性和質性數據

使用適當的工具能夠協助你得到策略性的結果。在設計研究中，結合量性和質性數據，讓你可以全面和簡單了解特定議題之際，同時獲得更深入的見解。你可以參考原素一用作收集質性和量性數據的不同工具。

例如，先以網上問卷了解公共空間使用者關注及顧慮的主要問題；得出結果後再根據最多使用者選擇的議題進行焦點小組討論，深入了解背後的原因。此外，你亦可透過網上問卷驗證和測試初步的設計概念，再以訪問或焦點小組討論深入理解。

### ② 根據見解訂立合適的議題，由此探索設計

不同的見解能夠協助你發現重要的問題，繼而訂立合適的議題開展構思和探索。這是重要的轉捩點，從數據資訊分析轉接至構思階段來探索不同的設計方案。根據設計思維框架，在這進一步的階段中，我們將再次大量收集公共空間使用者及持份者的意見。

我們可以不同的形式收集的數據，例如文字、繪畫、圖片、見解、科技解決方案和設計方案等。因此，收集數據的過程別具創意，收集數據的形式也可以千變萬化，尤其是在工作坊的活動中。例如我們可以使用氣球吸引區內居民分享他們對社區的意見，那可以是很有效的數據收集方式。

### ③ Budgeting time and resources to analyse data

Every story and every piece of interaction is potentially useful information, but also takes a tremendous amount of time to analyse and distil. The rule of thumb is 1 to 3. Every 1 hour of listening amounts to 3 hours of analysing, distilling, and documenting the insights.

It is important to set the expectation and manage your resources for gathering data. Too much data sometimes would strain the resources of your team, while too little data can result in insights that are POS, a sample size of ~ 300 – 1000 should satisfy the needs of the research for meaningful results.

In general, having constant data about the current condition of spaces is always a good starting point to measure the effects and test the validity of good design applied. This requires long-term vision and ongoing strategies to collect, communicate, and analyse data and a systematic and efficient methodology.

### ③ 預留足夠的時間和資源分析數據

每個收集到的故事都可能包含有用的資訊，因而需要大量的時間整合分析，以及記錄見解。依照一比三的原則，每進行一小時的數據收集，我們就需要三個小時整合、分析及記錄見解。

收集數據以前，我們需訂立相應的期望，並提供及管理所需的資源。若然所得的數據太多，這樣會耗損團隊的資源去——分析；所得數據太少中，則會令得出的見解缺乏代表性。數據樣本是數據收集的基本量度單位。在公共空間項目中，收集300至1000個數據樣本應足夠帶出具代表性的結果。

總括而言，以持續收集數據的方式了解公共空間現況，是量度、分析及驗證設計成效的好開始。就此，我們需訂立長遠的願景及實際的策略來收集及分析數據，並配合一套有效兼系統化的方式進行。

## 4.3

Macro Picture  
宏觀發展#Responsive And Iterative  
持續改進

This toolkit affirms that design thinking and design process themselves are responsive and iterative. Every team involved in delivering an inclusive and innovative POS will benefit from understanding how the larger strategic goal is guided and informed by a series of smaller iterations, testing, negotiations and alignments with a network of stakeholders. Through engagement tools such as prototyping, the public provides real-time and rapid feedback that should be integrated into the design proposal.

這套工具包強調設計思維和設計過程本身兼備靈敏及迭代的特性。參與設計共融和創新的公共空間的團隊，皆會了解如何透過一系列較小規模的迭代、測試、協商及與一眾持份者協調的過程，實現較大的策略目標。公眾透過原型製作等參與工具實時和迅速的意見回饋。這些回饋應當被整合到設計方案之中。

#Empowerment  
賦能授權

Such interactions are parts and parcel of a bottoms-up approach that is people-centric and one that empowers users by giving them a voice in the design process. Designers across different sectors and hierarchies can potentially find new and unexpectedly positive design solutions by actively listening, learning and prototyping with the public. The data collected is not just for the decision makers, but also for all to have an equal understanding of what fellow POS users are thinking. By empowering the process, the design and ideas, and data equity across different groups, we are essentially also saying that your opinions matter in shaping public open spaces.

The open-minded approach can effectively bridge the gap that is often apparent between the government, design team and users during a POS development - allowing the provision of POS less a box ticking exercise but a public-spirited act of placemaking that stems from and ultimately benefits the community.

這些互動體現自下而上模式的重要部分，讓使用者在設計過程中發表意見，由此給他們賦予權力。來自不同界別及階級的設計師通過積極傾聽、學習和與公眾製作原型，嘗試找到創新，意想不到及正面的設計方案。數據並非只為決策者所用，而是讓每人都可以了解其他公共空間使用者的想法。透過賦予這個過程權力，在過程中創造的設計及想法，以至來自不同社群的數據平等性質，我們可以說，在塑造公共空間的事情上，每人的意見都十分重要。

在公共空間開發過程中，政府、設計團隊和使用者之間經常出現差距。思想開明的態度能夠有效地彌合這個分歧，令公共空間發展不再是一件例行公事，而是一項塑造社區個性的行為，展現公共精神，源於社區，最終亦令社群受惠。

REFERENCES  
參考

# 5.1

## Glossary 參考詞匯

C	Catalyst 催化劑	Agent or circumstance that triggers change 推動或促進改變的事物或情況
	Community 社群	Residents and visitors in the neighbourhood 區內的居民以及訪客
D	Design Guide 設計指南	A set of guidelines that advocates for a user-centred approach when designing a desirable and inclusive POS. 一套以使用者為本的方式達至令人嚮往而共融的公共空間設計導引
	Design Thinking 設計思維	People-centered iterative process focusing on uncovering the genuine needs and insights of users, challenge assumptions, redefine problems and create innovative solution to prototype and test 以人為本的迭代過程，集中發掘使用者的真實需要及見解，挑戰假設，重新定義問題及創造創新的解決方案
	Design Thinking Toolkit 設計思維工具包	A set of tools for applying Design Thinking on POS projects to better understand users, stakeholders and team. 在公共空間應用設計思維的一套工具，協助更深入理解使用者、持份者及團隊
	DGC	Design Guide Consultant 設計指南顧問
E	Engagement Activity 參與活動	Activities that require participation from the public, stakeholders, or other parties, for example, workshops, collection of opinion, co-creating design, etc. 有公眾、持份者或相關人士參與的活動，參與形式包括但不限於工作坊、意見收集、共同設計等
F	Field Survey 實地考察	Data collected on-site to understand current usage patterns of the POS, interactions and behaviours of various stakeholder groups to obtain usage, user's feedbacks / expectations on POS. 收集現場數據，用於了解現時公共空間的使用情況、不同持份者的互動及行為，獲取使用者的回饋及在公共空間上的期望
G	GDLF	Good Design-Led Framework 優秀設計主導框架
I	IC	Implementation Consultant 執行顧問
	Ingredient 原素	Three constituents of the framework of Design Thinking Toolkit, including Discover with Users, Define and Develop with Stakeholders, and Deliver Innovation with Teams 建構「設計思維工具包」框架的三個主要部分，包括與使用者探索需求、與持份者進行問題定義及推進、與團隊實現創新做法

L	Literature Review 文獻研究	Review of relevant local and overseas good practices, standards, studies, researches, business models related to the planning, design, management, maintenance, procurement and sustainability of POS 探討與公共空間規劃、設計、管理、維修、採購及可持續性相關本地及海外各類公共空間的最佳實踐、指引、研究工作及作業模型
N	Neighbourhood 社區	Local area around a POS shaping social dynamics and cultural aspects of the space 圍繞該公共空間的地區，擁有個別的文化特色及社交網絡
O	Opportunities 機遇	Chance or circumstances for better experience at POS 設計更好的公共空間體驗的機會
P	Pain-points 痛點	Problems that users/ stakeholders/ team encounter 使用者、持份者或團隊面臨的問題
	POS 公共空間	According to the Chapter 4 of the Hong Kong Planning Standards and Guidelines (HKPSG), open space is defined as a “a statutory land use zone for the provision of OS (Open Space) and recreation facilities for the enjoyment of the general public, which includes parks, gardens, sitting-out areas, and waterfront promenades.”  For the project, the term “public open space (POS)” generally refers to the 6 POS types in which ArchSD serves as the agent of the work for implementation. They include: Sitting-Out Area, Public Play Space, Plaza, Public Park, Waterfront Promenade, Country Park.  根據《香港規劃標準與準則》第四章，公共空間主要指的是「一個法定土地用途地帶，用以提供休憩用地及康樂設施，供公眾享用，例如公園、花園、休憩處、海濱長廊等空間。」  在這個項目，公共空間主要包括由建築署規劃的六種公共空間類型：休憩處、公共遊樂場、廣場、公共公園、海濱長廊、郊野公園。
	POS Practitioners 從事公共空間項目工作的人士	Professionals and those providing programmes and services at or near POS, including non-profit organisations and self-organised activity groups. 專業人士，以及在公共空間或鄰近地區推行計劃或提供服務的人士/團隊，包括非牟利組織及自發性的團隊
U	UN-Habitat Dimensions for Quality Public Space Assessment 聯合國人居署優質公共空間範疇	Quality assessment of the public space by UN-Habitat looks at five main dimensions: use and user, accessibility, amenities and furniture, comfort and safety, and green environment 聯合國人居署設立的優質公共空間評核範疇：可達程度、環境及綠化、用途及使用者、設施及配套及舒適及安全
	UN SDG 聯合國可持續發展目標	United Nations Sustainable Development Goals: Collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all set up by the United Nations. 為了一個更好及具備持續性的未來，聯合國設立了作為藍本的17個全球目標
	User 使用者	General public who visits various types of POS 到訪不同公共空間類型的大眾

# 5.2

## List of useful resources 有用資源

### More About Design Thinking 更多關於設計思維的資訊

#### Public services related 公共服務相關

##### Designing for Public Services

Nesta, Design for Europe & IDEO



#### Private sector related 私營界別相關

##### Design Thinking: Business Innovation

MJV Press



#### Education related 教育相關

##### Design Thinking for Educators

IDEO



### More Design Thinking Downloadable Templates 更多設計思維下載樣本圖

#### Design Kit

IDEO



#### Human Centred Design Toolkit

IDEO



#### IBM Toolkit

IBM



#### Institute of Design Knowledge Design Thinking Toolkit IDK 設計思維新手指南

Hong Kong Design Centre  
香港設計中心



#### Development Impact & You Toolkit

Rockefeller Foundation



### More About POS Tools 更多公共空間工具

#### Using Public Life Tools: The Complete Guide

Gehl



#### Public space site-specific assessment

UN Habitat Public Space Programme  
聯合國人居署



#### Engaging Children and Community in Play Space Development

設計遊樂空間實務手冊-兒童和社區參與

Playright Children's Play Association 智樂兒童遊樂協會



Organiser  
主辦單位



建築署  
Architectural Services  
Department

Sponsor  
贊助單位



Design Thinking Advisor  
設計思維顧問



Implementation and  
Design Guide Consultants  
執行及設計指南顧問



onebite

Supporting Organisations  
支持機構



Collaboration Partners  
協作夥伴



Gehl



happy.a.lab



Branding and Design Thinking Toolkit Designer  
形象及設計思維工具包設計師

叁語

Website Designer  
網站設計師

W

Design Guide Illustrator  
設計指南插畫師

&dear