LISTEN & HCD

Innovation CP
HCD Capacity Building

CONTENTS

Introduction

How to use this book

This book consists of all the tools discussed during the human centred design capacity building workshop.

It helps recap some important aspects about each tool such as:

- What it is
- Why it's needed
- Output
- Who can use it
- How to use it
- When to use the tool / When to use the output of the tool

It also provides the reader with printable templates that can be used during the different phases of the HCD process.

Note: All pages marked with the symbol "Print & Use" can be printed on a regular office printer and used as templates.

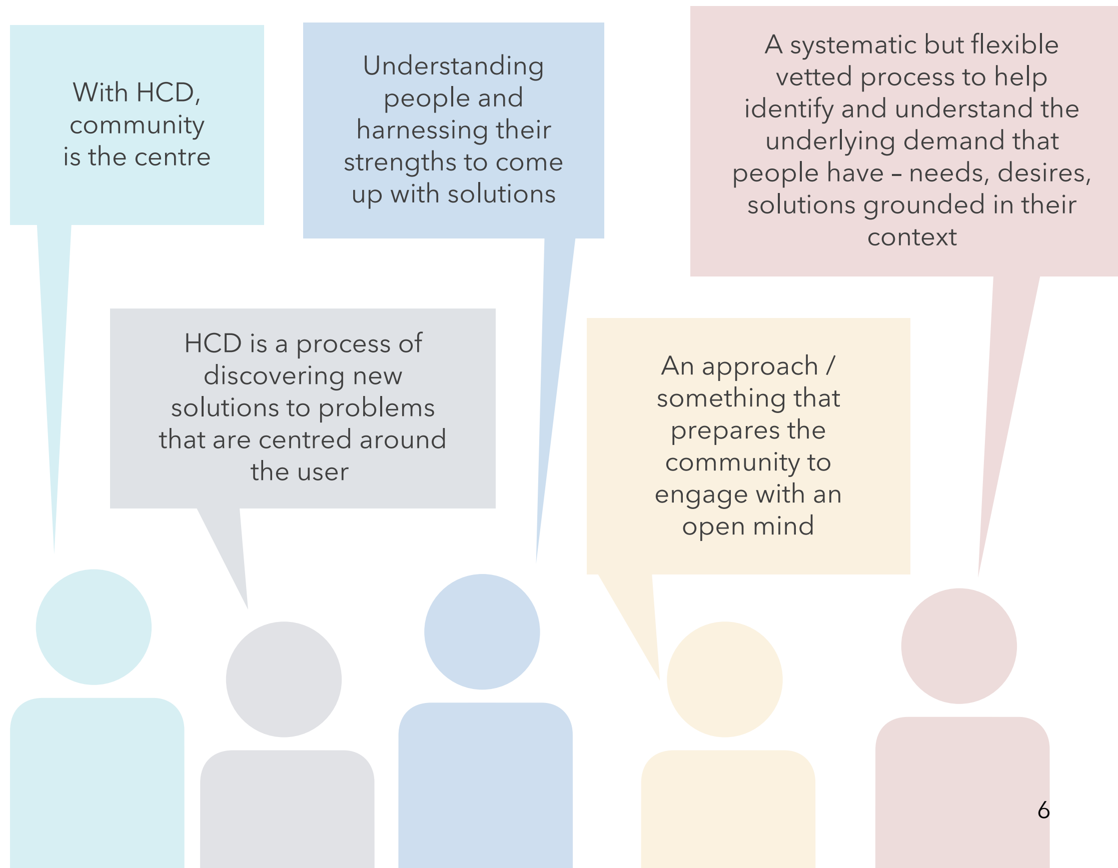
Human Centred Design

A Problem-Solving Approach

About HCD

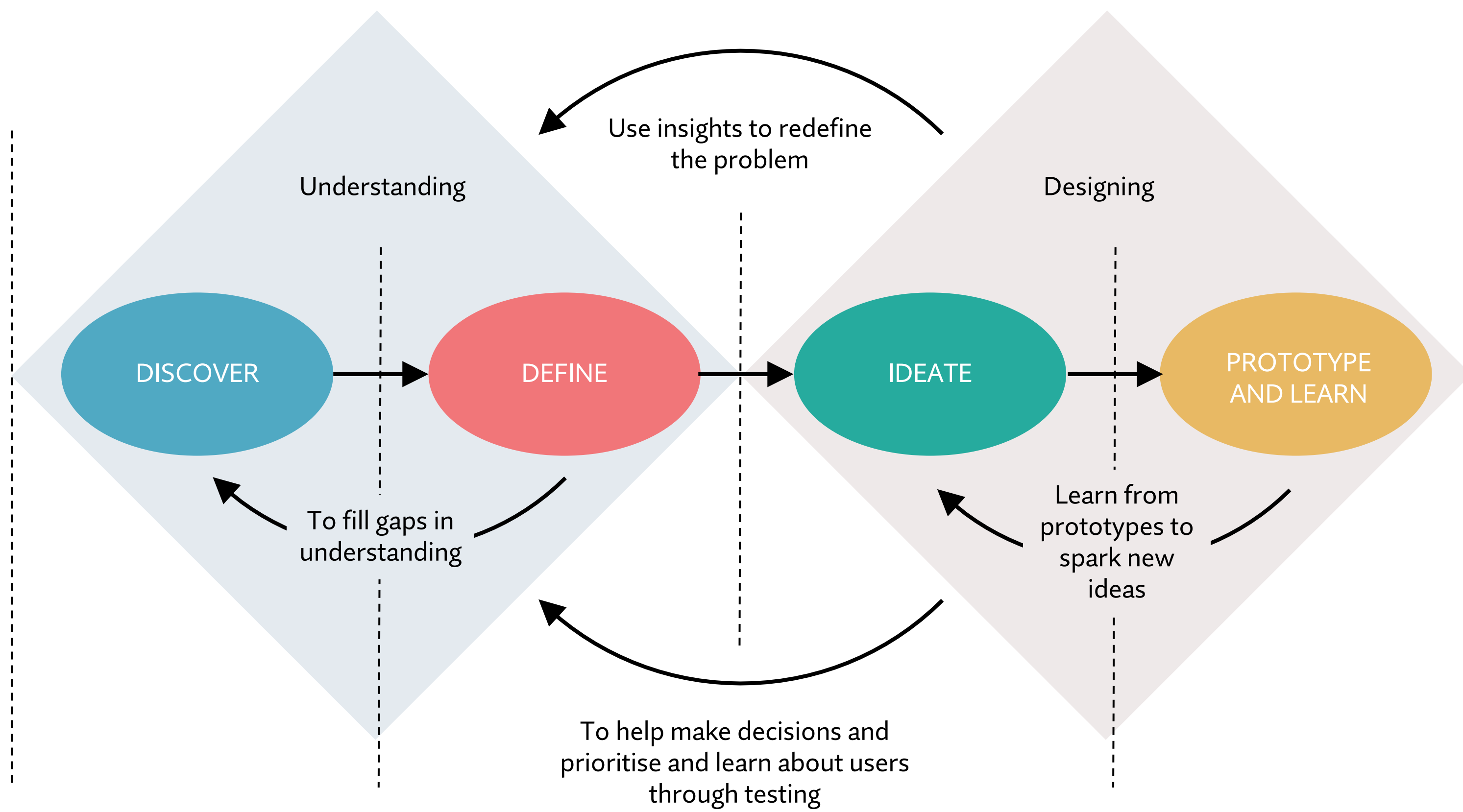
"Human Centred Design (HCD) is an approach that puts human needs, capabilities, and behaviour first, then designs to accommodate those needs, capabilities, and ways of behaving."
- Don Norman

- Human Centred
- Collaborative - Systems Based
- Iterative
- Measurable
- Results Driven



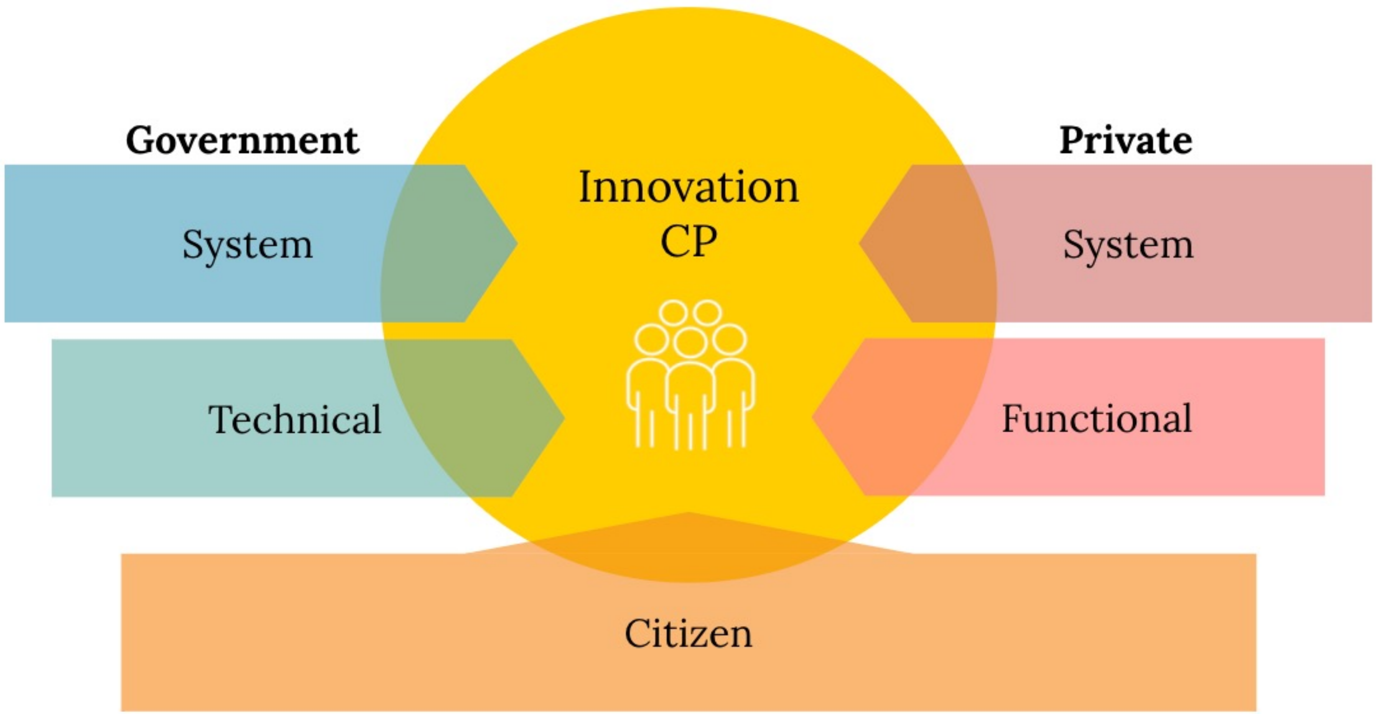
HCD Process

Design is an Iterative Process



CP Journey

Innovation communities foster unexpected ideas and innovations and intentionally cross boundaries to mix members who have different perspectives - Wenger



Discover

Understanding people and their environment

1. Ecosystem Map
2. Knowledge Gathering Matrix
3. Discussion Guide Template

Overview of Discover

DISCOVER

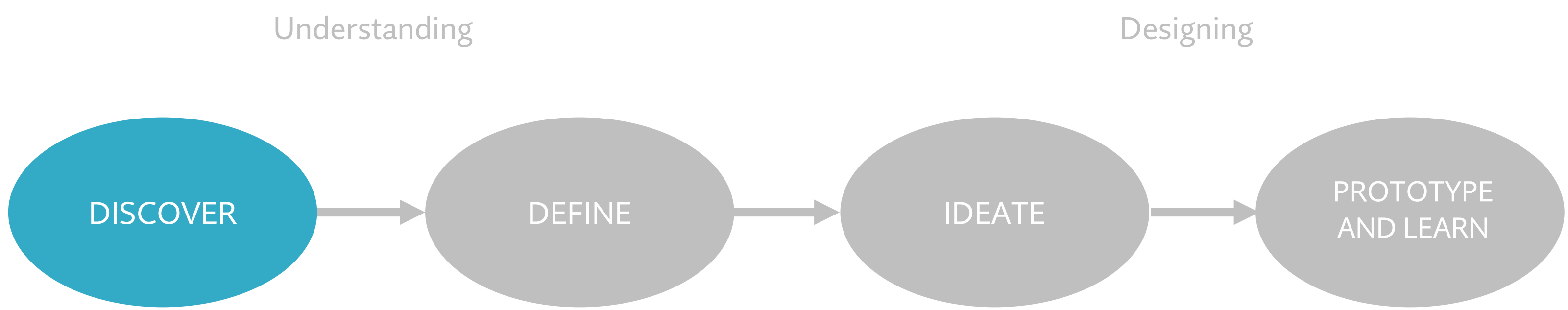
Identify Problem Area

Build an Ecosystem Map

Build an Information Gathering Plan

Gather Information

Document Learnings



Tools

Ecosystem Map
Discussion Guide

Mindsets

Empathy
Curiosity
Collaboration

Ecosystem Map

What it is:

A tool that helps organise information and discover potential problem areas.

Why it's needed:

- As a starting point to narrowing in on the problem
- Helps identify where to invest our time and energy while solving a problem
- Identifies the main stakeholders and institutions
- Helps draw connections
- Helps ask the right questions

Output:

- Wider view and better understanding of the problem
- Deeper understanding of the environment of the user
- Learnings that will direct who to speak to and what to ask them

Who can use it:

Ecosystem maps can be built and used by anyone. The insights are richer when diverse stakeholders participate in building it.

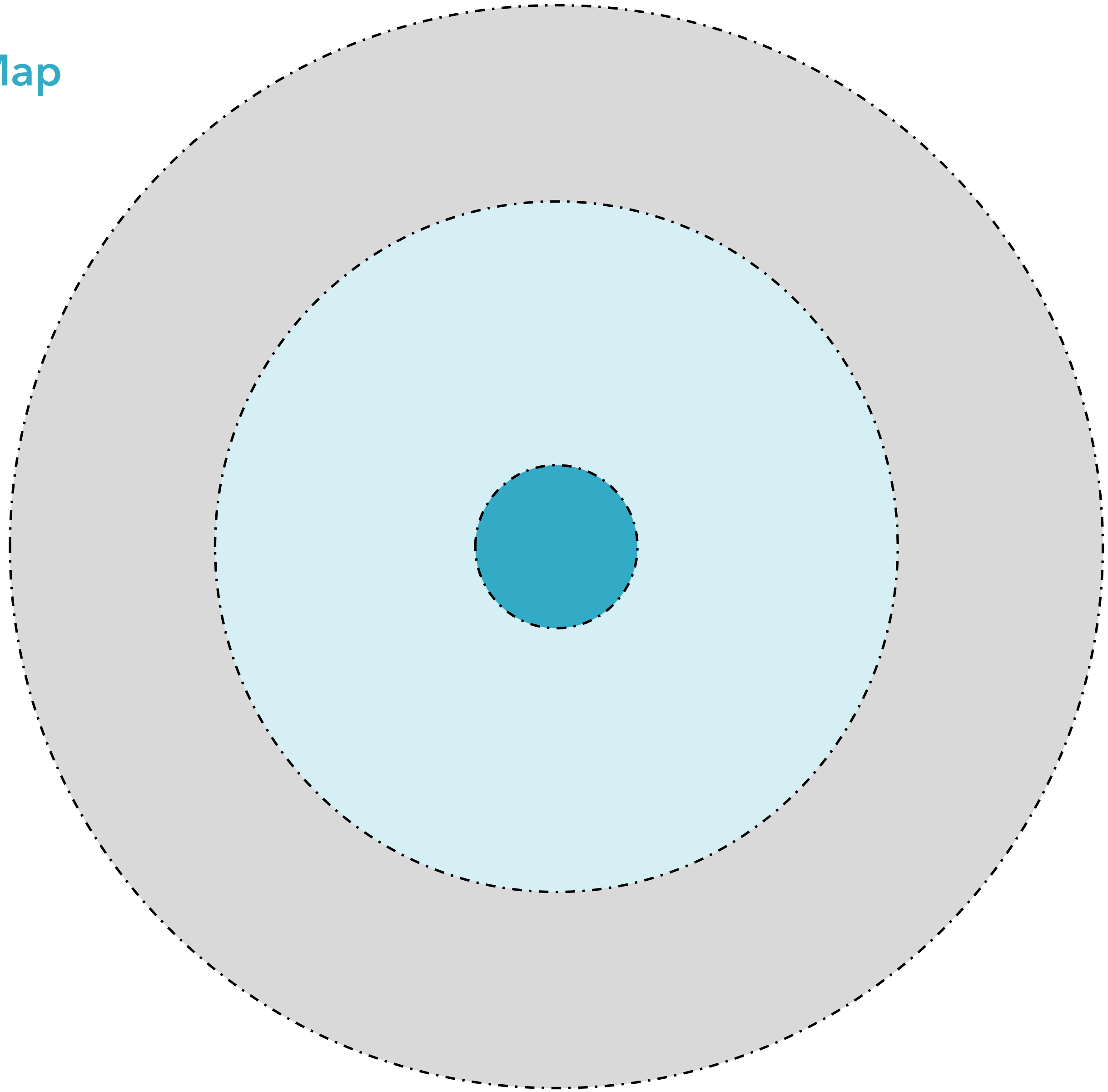
How to use it:

- Put the target user in the centre
- Populate people and institutions around the target user at family, community and institutional level
- Connect the relevant elements and ideate on the nature of connections
- Document the learnings – Who, What and Why

When to use the tool:

- While gathering information and insights.
- Use the output to identify objectives of interactions with target users. Continue to update it in following stages.

Ecosystem Map



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Ecosystem Map

Who to talk to to understand the problem better	**What** parts of the problem we need to explore	**Why** unanswered questions crucial to potential solution

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Discussion Guide Template

What it is:

A discussion guide helps you prepare for your conversations with people

Why it's needed:

- To have a common understanding of the purpose of your conversations within your team
- To serve as a reminder while you speak to people
- To help you prepare for conversations with multiple people

Output:

A document to facilitate your conversation with stakeholders

How to use it:

- Add in the required elements to a digital or physical document:
- Introduction and Purpose
- Ask for consent and permission to document
- Include culturally relevant icebreakers
- Add in activities, questions and follow-up questions
- Thank them for their time

When to use the tool:

- When you have idea of what questions you need answers for
- Before going out and seeking information from your users

Discussion Guide Template

Introduction:	
Purpose:	
Ask for consent	
Ice-breaker 1	
Ice-breaker 2	

Activities / questions

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Define

Narrowing the problem statement

1. 5 whys
2. Journey Map
3. Relationship Map
4. Persona
5. Opportunity Area Prioritisation

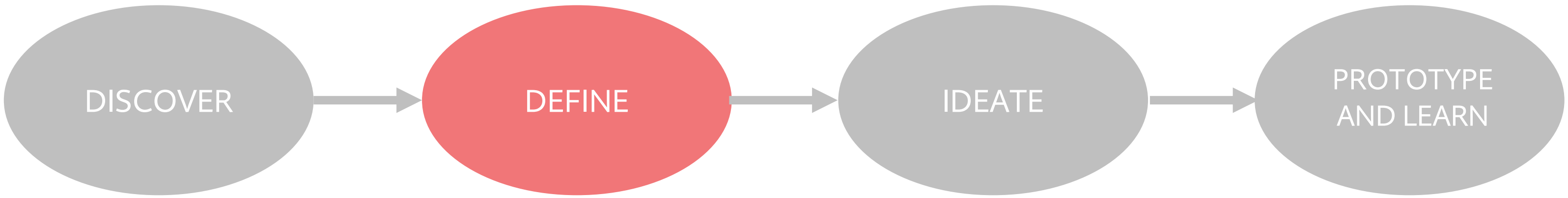
Overview of Define

DEFINE

- Consolidate Observations
- Uncover Learnings
- Create Frameworks
- Explore Opportunity Areas

Understanding

Designing



Tools

5 whys
Persona Template
Journey Framework
Relationship Framework
Opportunity area prioritization

Mindsets

Collaboration
Experimentation
Resilience

5 Whys

What it is:

A tool to understand the root of a statement or problem

Why it's needed:

- To uncover insights that may not have been considered earlier
- To understand the user and problem statement better

Output:

- Learnings about the problem statement
- In-depth understanding of the user

How to use it:

- Pick an observation
- Ask "why" this is occurring
- Take the answer of each "why" and plug it in as a question for the next one
- Keep in mind that "5" is just a number. Ask "Why" as many times as you need to complete the process and take appropriate actions

When to use the tool:

- When stuck with a problem
- When there is a need to understand the user / problem in-depth
- To come up with learnings

5 Whys

Observation		
1st why	Question	
	Answer	
2nd why	Question	
	Answer	
3rd why	Question	
	Answer	
4th why	Question	
	Answer	
5th why	Question	
	Answer	
Learning		

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Journey Map

What it is:

- Visual representation of consolidated information
- Map of an experience or a process

Why it's needed:

- Allows creation of boundaries for the problem statement (beginning and end), reduced fragmentation of a problem (doesn't seem as big)
- Allows you to understand stage-wise opportunities and solutions
- Forces creation of a singular path with details at each stage for a group / individual

Output:

- Opportunity areas for solutions
- A visual, unified version of the problem statement to various stakeholders

How to use it:

Steps:

1. Define your target group and horizontal axis
2a. Decide where your map begins and ends
2b. Identify milestones or change markers
3. Map information onto stages

When to use the tool:

- To make sense of information after learnings and insights have been gathered
- When there is lack of agreement on where the problem lies
- A deep-dive into individual components of the process is needed

Journey Map

Problem Area	User Group / Target Group

Stages/ Phases						
Goals						
Influencers						
Enablers						
Barriers						
Opportunity Areas						

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Relationship Maps

What it is:

Visual representation of consolidated information

Why it's needed:

- Visualise the broader system in which things are working and help make connections
- Understand stakeholders and the role they play
- Understand interdependence in problems

Output:

- A visual, unified version of the problem statement to various stakeholders
- Opportunity areas for solutions

How to use it:

Steps:

1. Revisit Ecosystem Map and define Focus Area
2. Identify key people and places basis ecosystem map
3. Draw the relationship map: add new elements, break down elements, organise connections
4. Explore connections and add notes
5. Identify strong and stressed connections

When to use the tool:

- To make sense of information after learnings and insights have been gathered
- When there are several stakeholders, and we want to better understand how they are connected

Opportunity Area – Relationship Map

Strong connection	Stressed Connection	How might We

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Persona Template

What it is:

A tool to help understand your user better

Why it's needed:

- Useful layer to add to problem area and maps
- Emphasise different kinds of people in a target group based on behavioural traits
- Help identify how different users experience the same system or process
- Enables focus on a manageable and memorable set of characters
- Builds more empathy for the target group

Output:

- Description of how your user is feeling, and what they're doing and thinking

How to use it:

- Add a name / label for your user along with some defining traits such as age / location / any other important details
- Add notes to each of the three columns of thinking, feeling and doing
- Add in quotes wherever possible to bring the persona to life

When to use the tool:

- While defining your problem statement and building empathy for your user
- When the frameworks or map seem incomplete or require an additional level of detail

Persona Template

Problem statement

Persona Name

Age group, location

Description

Thinking	Doing	Frustrations
• *What does this individual think about the problem statement?* • *How do they think it affects them?*	• *What kind of actions are they taking for this problem* • *What are the results of these actions?*	• *What are their main frustrations?* • *How are they expressing these frustrations?*

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Opportunity Area Prioritisation

What it is:

A tool to understand which areas to focus and begin ideating on

Why it's needed:

- Helps create more defined problem area(s)
- Reduces the number of variables in focus

Output:

- 3-4 prioritised opportunity areas with the rationale behind the areas written down
- Clarity on what the solution will address

How to use it:

Steps:

1. Decide 3-4 opportunity areas basis these factors: Objectives, Impact and What you can influence
2. Align as a team and list the rationale behind the ones you picked

When to use the tool:

- When all opportunity areas have been identified and it is time to move into a solution space
- When there is an abundance of opportunity areas and the need to narrow it down appears

Opportunity Area Prioritisation

No.	Opportunity Areas	Because

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Ideate

Building on Opportunity Areas to Ideate and Prioritise Interventions to Test

Overview of Ideation

IDEATE

The Ideation Session

Ideation

Prioritizing Ideas

The Ideal Journey Story

Understanding | Designing

DISCOVER → DEFINE → IDEATE → PROTOTYPE AND LEARN

Tools

Key Themes & Opportunity Areas
Idea Prioritization Matrix
The Ideal Experience Template
Ecosystem of Solutions

Mindsets

Creativity
Collaboration

Synthesizing

What it is:

Method for organising and synthesising the ideas that came from the ideation session, identifying themes and patterns. Beginning with the opportunity area, identify any key themes that came about from the ideation session. Capture specific intervention ideas and any details that would assist when returning to later.

Why it's needed:

A means of capturing ideas and themes that came from ideation. While all ideas cannot be moved to design concepts and prototypes, they can be returned to at a later date.

Output:

A completed reference that captures the output of the ideation session to return to later

Who can use it:

The leader of the ideation session should take (or assign) responsibility for the completion of this form. However, this can be referenced by anyone seeking information about ideas created from the session.

How to use it:

You can utilise this form or create a table or spreadsheet that accurately captures the output of your ideation session.

- Begin with capturing the prioritised opportunity areas.
- Add themes that fall under each opportunity area
- Add specific ideas to each identified them
- Finally add any considerations for each idea

When to use the tool:

Complete after ideation session

Synthesising

<table>
<tr><td>Opportunity Area</td><td colspan="4">How might we address stigma by ensuring privacy/anonymity in HIV testing?</td></tr>
<tr><td>Key Themes</td><td colspan="2">Bring services to the end user</td><td colspan="2">Design testing locations that provide privacy</td></tr>
<tr><td>Ideas</td><td>Unmarked delivery service of testing kits to user’s location of choice</td><td>Mail self testing kits</td><td>Rent spaces in marketplaces or other frequented areas, limited signs</td><td>Numeric assignment for testing rather than providing name – keep identifiers separate in the system</td></tr>
</table>

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Prioritisation Matrix

What it is:

A means to converge on solutions from ideation sessions that can be taken forward with a focus on solutioning that is centred on the CPs it serves.

Why it's needed:

Provides an approach to narrow in on what ideas to move forward with.

Output:

A prioritisation of ideas specific to the needs of the CPs

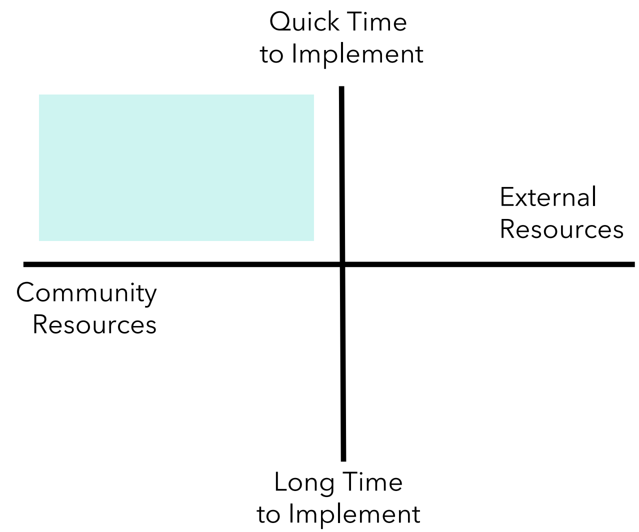
Who can use it:

Anyone involved in potential implementation or planning should be involved with the discussion to prioritise ideas.

How to use it:

- Identify the horizontal and vertical access based on constraints, prioritised elements. From there identify which quadrant is prioritised at this time. For example, a quick win prioritisation is displayed on the next page.
- Discuss as a group where to place idea themes.
- Some elements you might want to use for prioritisation:
  - Time to implement
  - Resources Required
  - Feasibility
  - Impact
  - Cost

Example of a prioritisation matrix:



When to use the tool:

Use the tool as a way to prioritise ideas/idea themes to move from ideation to selection of ideas to move to prototypes

Prioritisation Matrix

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Ideal User Experience

What it is:

A template that helps teams imagine the ideal user experience of the user when your solution is implemented.

Why it's needed:

To create a bridge from an idea to a prototype, we fill out more details around an idea to create the Ideal User Experience.

Output:

A well-thought-out ideal user experience that illustrates the emotional and functional impact of the solution in the target user/group's lives.

Who can use it:

Anyone involved in the ideation process can use this template.

How to use it:

- Review your persona and their current journey.
- Discuss with your team on what the ideal user experience would be – that is the desired journey we would like the user to have when your solution is implemented.
- Refer to the prompts on the template to fill out the columns appropriately.

When to use the tool:

Complete after ideation session with the selected prioritized ideas.

Ideal User Experience

Beginning	Middle			End
The Persona	**The Setting**	**The Problem**	**The Solution**	**The Impact**
A little detail about the users, their goals, needs, preferences etc.	*What is the location, cultural context etc.*	*What is the issue at hand, how is your user experiencing it, what are they feeling?*	*Describe how the solution is helping your user deal the problem*	*What impact does it have on the user, how are they feeling now?*

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Ecosystem of Solutions

What it is:

Method for organising and synthesising the output of the ideation and prioritisation session(s).

Why it's needed:

A means of capturing ideas and themes that came from ideation. While all ideas cannot be moved to design concepts and prototypes, they can be returned to at a later date.

Output:

A completed reference that captures the output of the ideation and prioritisation session to return to later.

Who can use it:

The leader of the ideation session should take (or assign) responsibility for the completion of this form. However, this can be referenced by anyone seeking information about ideas created from the session.

How to use it:

- You can utilise this form or create a table or spreadsheet that accurately captures the output of your session.
- Work through the categories, adding relevant details.

When to use the tool:

Complete after ideation and prioritisation session and return to as needed

Ecosystem of Solutions

Stage/System	Stage 1		Stage 2		Stage 3	
Opportunity Area	How might we......?		How might we......?		How might we......?	
Design Concepts	Concept 1	Concept 2	Concept 1	Concept 2	Concept 1	Concept 2
Time to Implement						
Target Group						
Resource Considerations (systems, stakeholders)						

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Prototype & Learn

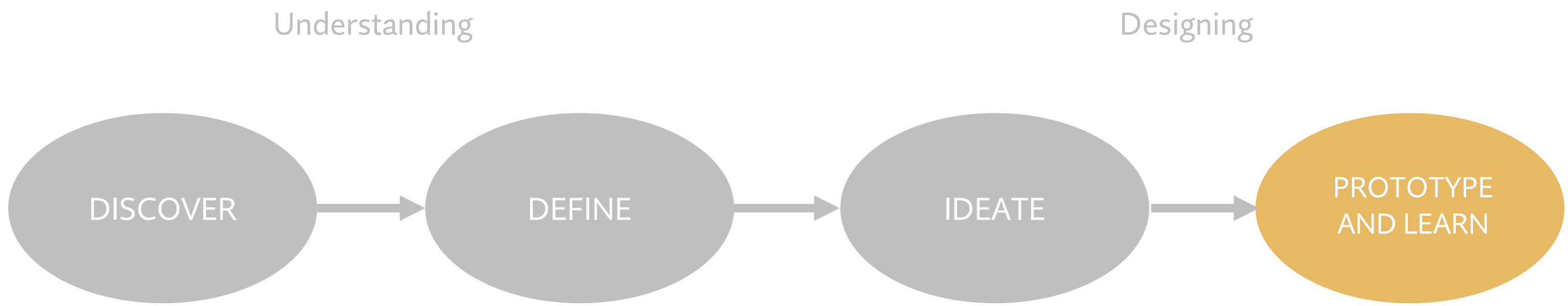
Actively engaging communities to improve ideas

1. Prototyping Plan
2. Storyboarding
3. Role-Play Script Template
4. Testing Checklist
5. Feedback Capture Matrix
6. I like, I wish, What if Table

Overview of Prototype and Learn

PROTOTYPE & LEARN

- Take Stock of Ideas to Prototype
- Make a Prototyping Plan
- Build Prototypes
- Test with Users & Stakeholders
- Learn & Iterate
- Implement in Real World



Tools

Prototyping Plan
Storyboarding Canvas
Role-Play Script Template
Testing Checklist
Feedback Capture Matrix
I like, I wish, What if Table

Mindsets

Experimentation
Resilience
Collaboration

Prototyping Plan

What it is:

A guided structure to help decide the purpose, function and techniques to build a prototype.

Why it's needed:

To identify the factors or aspects of the idea to build as a prototype, and the most appropriate technique to build it.

Output:

Identified variables (i.e., features / functions of the solutions) to prototype and test for

Who can use it:

Any individual / teams that are prototyping a solution

How to use it:

- Follow the instructions on the table and fill up the details.
- This table can also be replicated using post-it notes on the wall or recreated on a flip chart.

When to use the tool:

When deciding on the purpose of the prototype and what factors to test for.

Prototyping Plan

Idea *Give a brief description of the concept*	**Goals** *List down the expected outcomes of this concept*	**Assumptions & Questions** *Identify the assumptions & questions you need to validate or ask*	**Factors to Test** *List down some features / aspects of the ideas that you want to build with the prototype and test.*

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Storyboarding Canvas

What it is:

A template that helps teams plan and visualize the story of the idea/ solution and how the user interacts with it.

Why it's needed:

Storyboarding requires thinking through different elements like persona, their journey and environment, the solution's impact on them etc. The template helps one think through and capture these details.

Output:

A well-thought-out storyboard prototype that illustrates the emotional and functional impact in the target user/group's lives.

Who can use it:

Any individual / team interested in using storyboarding as a prototyping technique.

When to use the tool:

When building a storyboard prototype of your solution

How to use it:

- Review your ideal user experience story.
- Discuss with your team and sketch this story in a simple manner.
- Use the storyboard canvas template start drawing.
- Determine elements like the number of scenes, location, what are characters thinking, feeling, doing etc.

Storyboarding Canvas

Title	Title	Title
Scene 1	Scene 2	Scene 3
Who is involved	Who is involved	Who is involved
What are they saying?	What are they saying?	What are they saying?
What are they doing?	What are they doing?	What are they doing?
How is the user feeling?	How is the user feeling?	How is the user feeling?
Where does it happen?	Where does it happen?	Where does it happen?

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Role-Play Script

What it is:

A template that helps teams plan a role-play of the idea/ solution and how the user interacts with it.

Why it's needed:

Role-play requires thinking through different elements like persona, their journey and environment, the solution's impact on them etc. and translating this into a audio-visual format. The template helps plan for this.

Output:

A well-thought-out role-play prototype that illustrates the emotional and functional impact in the target user/group's lives.

Who can use it:

Any individual / team interested in using role-play as a prototyping technique.

When to use the tool:

When building a role-play prototype of your solution

How to use it:

- Review your ideal user experience story.
- Discuss with your team about the number of scenes and location.
- Assign characters and roles to everyone.
- List the props & costumes if you plan to use any.
- Write down what each of them are going to say, do and express their emotion.
- Share this script amongst the team to rehearse the role-play.

Role-Play Script

Title

Title

Title

Scene 1

Scene 1

Scene 1

List assigned characters

List Props / costumes needed

Describe in each scene:
1) Where is it located
2) Who are involved
3) What are they saying and doing
4) How is the user feeling?

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Testing Checklist

What it is:

A checklist that helps individuals and groups plan out the prototype testing process with their users and stakeholders.

Why it's needed:

- To help identify and setup most suitable environments for eliciting rich user feedback.
- To identify questions to be answered through testing, and factors for observation.

Output:

A prototype testing plan for teams to coordinate and execute

Who can use it:

Any individual or team that is planning a prototype testing with users / stakeholders

When to use the tool:

- After prototyping, when thinking through and deciding on a plan for prototype testing with target users / groups.
- Tables 5 can be revisited and table 6 can be used in the beginning stages of pilot testing.

How to use it:

- Fill out the tables as per the prompts and questions provided.
- Use Tables 1 to plan for prototype testing with users for desirability.
- Use Tables 2 to plan for prototype testing with stakeholders for feasibility. This
- Use Table 3 to determine the logistics and requirements for planning a prototype testing session.
- Use Table 4 at the initial stages of pilot testing to make a preliminary evaluation plan

Testing Checklist – Desirability (Table 1 of 4)

PROTOTYPE IDEA DESCRIPTION:		
BASIC INFORMATION	TESTING CRITERIA & INDICATORS	
List the main objectives / Goal of your prototype:	DESIRABILITY: What do you want to learn about your target users / groups? List down your questions below.	INDICATORS FOR DESIRABILITY: Define Indicators for Observation and Learning
What factors are going to be prototyped:		
Potential Risk / Constraints in the prototype:		

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Testing Checklist – Feasibility (Table 2 of 4)

<table>
<tr><td colspan="3">PROTOTYPE IDEA DESCRIPTION:</td></tr>
<tr><td>BASIC INFORMATION</td><td colspan="2">TESTING CRITERIA & INDICATORS</td></tr>
<tr><td>List the main objectives / Goal of your prototype:</td><td rowspan="3">FEASIBILITY CRITERIA:
What do you want to learn from your stakeholders? List down your questions below.</td><td rowspan="3">FEASIBILITY INDICATORS:
What do you want to learn from your stakeholders? List down your questions below.</td></tr>
<tr><td>What factors are going to be prototyped:</td></tr>
<tr><td>Potential Risk / Constraints in the prototype:</td></tr>
</table>

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Testing Checklist - Set-up (Table 3 of 4)

Testing Set-up
Target User Group: *Primary target group, secondary target group, archetype etc.*
Testing Environment & Set-up: *Formal / Informal / Real-world etc.*
Testing Team Roles: *Who does what – leading conversation, observing, note-taking etc.*
Feedback Gathering Methods: *Observation Only, Experiential interaction + conversation, Written Feedback Forms etc.*

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Testing Checklist – Pilot Success Indicators (Table 4 of 4)

PROTOTYPE IDEA DESCRIPTION:				
BASIC INFORMATION	PILOT INDICATORS & EVALUATION METHOD			
List the main objectives / Goal of your prototype:	INDICATORS: What are you going to measure to determine the success of the pilot?		EVALUATION: How are you going to measure these indicators?	
What factors are going to be prototyped:				
Potential Risk / Constraints in the prototype:				

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Feedback Capture Matrix

What it is:

Feedback capture matrix facilitate real-time capture of feedback on prototypes using a simple structure.

Why it's needed:

To give feedback on progress within the team or to capture user feedback.

Output:

Captured notes from prototype testing or review to share and synthesize with the team.

Who can use it:

Prototype testing teams internally or along with users

When to use the tool:

This is a useful tool during testing, as it helps us capture information in a simple and quick manner.

How to use it:

- The matrix itself arranges thoughts and ideas into four categories for easy assessment.
- Section off a blank page or whiteboard into quadrants. Draw a plus sign in the upper left quadrant, a delta sign in the upper right quadrant, a question mark in the lower left quadrant, and a star in the lower right quadrant.
- Fill in the matrix as you give or receive feedback as per the instructions in the quadrant.
- If you're giving feedback, strive to give input in each quadrant (especially the upper two: "likes" and "wishes").
- Use the 'making sense of your feedback'

Feedback Capture Matrix

Notable / likeworthy +	△ *Constructive criticism*
Questions ?	☆ *New Ideas*

I like, I wish, What if table

What it is:

I like, I wish, What if (IL/IW/WI) is a simple tool to encourage open feedback. This is particularly useful to encourage open communication between team members as well as with users.

Why it's needed:

Helps individuals by giving them a structure to talk about a prototype they have experienced.

Output:

Captured notes from prototype testing or review to share and synthesize with the team.

Who can use it:

Teams along with users and stakeholders

When to use the tool:

- During team review and feedback sessions of prototypes.
- Prototype testing with users or stakeholders

How to use it:

IL/IW/WI is almost too simple to write down, but it's too useful not to mention. Meet as a group. Team members chime in by expressing "likes," "wishes," or "what ifs" as succinct headlines.

"I like how we broke our team into pairs." "I wish we had discussed our plan before testing." "What if we tried one more prototype?"

Share dozens of headlines in a session (be sure to pick someone to capture). You don't need to respond to everyone. Let the team decide which topics to discuss as they arise.

I Like, I Wish, What if

I like...	I Wish...	What If...

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Applying HCD

1. Data Points for HCD within LISTEN
2. HCD Roadmap

Actively engaging communities in Human Centered Design

Data Points for HCD Within LISTEN

What it is:

A template to think through and capture data points to measure the impact of HCD.

Why it's needed:

Documenting HCD efforts and measurements of impact are useful for sharing externally to demonstrate efforts as well as internal

Output:

A table for determining which data points to track HCD impact and how they will be measured

Who can use it:

Anyone can use to plan the measuring and evaluating of HCD in their problem-solving efforts.

How to use it:

- Review with your LISTEN team what types of data you want to capture (ie LISTEN key indicators, data stakeholders interested in, data to show effort with HCD)
- Use any of the provided categories and add any additional ones
- Determine what you will measure and how you will measure it

When to use the tool:

This tool can be used at various points throughout the process including:

- Integrating HCD in a new project
- Implementing an intervention created through HCD process
- Engaging with a new CP with HCD

Data Points for HCD Within LISTEN

Data Category	**Indicators -** *what are you going to measure?*		**Evaluation** - *how are you going to measure?*	
Regional Key Application Indicators				
Implementation of the Intervention				
Collaboration Efforts with LISTEN & CPs				

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HCD Roadmap

What it is:

A plan for implementing HCD beyond the workshop.

Why it's needed:

To maintain momentum and plan out how to implement HCD within the LISTEN team's efforts.

It also serves as an accountability tool, to see how efforts are progressing.

Output:

A plan for implementing HCD that can be referenced for progress.

Who can use it:

Anyone can use to plan out their HCD implementation. Suggest planning with others for alignment.

When to use the tool:

While this tool was created to build on the HCD course and continue action, this tool can be used at any point when considering how and where to apply HCD. This can assist internal teams reflecting on what they planned and what actually occurred. It could also be used with external audiences to demonstrate steps of the process and where they could be involved.

How to use it:

- Begin with identifying a timeframe to plan for (ie months, weeks, quarterly)
- Identify what your goals / objectives are for the timeframe
- Select activities that are achievable within the timeframe. Identify ones that rely on outside resources that could cause a delay
- Identify any resources, stakeholders, systems your team needs to involve
- Add any additional information to consider

HCD Roadmap

Problem Area: *State the problem you wish to address with HCD.*		**Target Audience:** *List the beneficiaries of your HCD solution*	
Milestones *List your timeline measures (weeks, months etc.)*	**01**	**02**	**03**
Goals / Objectives *List goals & objectives to accomplish for the month*			
Activities *Note down related activities you need to carry out in order to achieve your goals.*			
Systems / Stakeholders / Resources *List the help and resources you need to achieve your goals.*			
Additional Notes *Any comments / thoughts to make note of.*			
Facilitator Recommendations *HCD Facilitator can provide guidance on the roadmap here.*			

Print & use

Recap

	Understanding		Designing	
	DISCOVER	DEFINE	IDEATE	PROTOTYPE AND LEARN
Tools	• Ecosystem Map • Discussion Guide	• 5 whys • Persona Template • Journey Framework • Relationship Framework • Opportunity area prioritization	• Key Themes & Opportunity Areas • Idea Prioritization Matrix • The Ideal Experience Template • Ecosystem of Solutions	• Prototyping Plan • Storyboarding Canvas • Role-Play Script Template • Testing Checklist • Feedback Capture Matrix • I like, I wish, What if Table
Mindsets	Empathy Curiosity Collaboration	Collaboration Experimentation Resilience	Creativity Collaboration	Experimentation Resilience Collaboration