A Means Not An End

What if library activists get to facilitate their own creative workshop and join forces in solving problems?
A toolkit for library activists to create effective workshop experience.
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Could we have a better way to innovate future library service, so that more creative ideas could be embraced and more people can get involved?

Many libraries around the world is in search of a new position and innovating new service in order to stay relevant to their users. What if more people who care enough can join forces and be part of it?

In this project, my goal is to design a workshop model and toolkit for library activists to initiate a co-creative experience. I hope people who experienced the creation of workshop can be confident enough to put their creativity into actions. And ultimately more library lovers can impact the way library service is developed.

Thanks to the great support from Umeå University Library, LIME — A toolkit for library activist to create effective workshop experience, is created in form of a physical toolkit in combination with a mobile digital platform.
Landscape of information and materials for self-learning are changing, our consumption behavior follows.
Exponential advances in technology change the way people consume information drastically. Instead of choose and pick up newspapers and books, we are spoon fed with information from tones of screen-based devices. It seems that we source quicker, search easier and know sooner, with a price of patience and focus.

I am conscious on my change of behavior in reading and learning as an interaction design student. When computers become smarter, fetching information around the world and flash answers to our questions, will human’s hunger for knowledge be satisfied?

Library used to be the place where people seek for truth, stories, opportunities and peace of mind. However, most of the libraries are facing a lot of challenges to maintain usage and sustain their development through the Network Age. They have to compete for facing cumulative, ongoing funding cuts. Some blame the challenges brought by technology and some struggle to integrate digital service into their facilities. Many of them are in search of a new identity and value with creative advocacy. I would like to devote my effort on service innovation in such a context.

INITIAL THOUGHTS

Initially I was thinking to design a solution that reconnect knowledge seekers with the library. But after the research, I found that the root of problem is not lacking of ideas. Libraries have actually spent a lot of effort in connecting with their potential users. The problem still exists mainly because most of the developments or solutions are slow and unable to keep up with the users’ expectation and behavior.

PROJECT FOCUS

Fascinated by the fact that libraries are facing a challenge not innovating fast enough rather than lacking of good ideas, I saw my project from a new perspective.
The most valuable lesson I have learnt from this master programme — the best innovation usually comes from a reflective and collaborative process — could be a remedy to the situation. We, as designers, are familiar with different methods and tools to boost our creativity and problem solving skills. Co-creation workshop is used when we interact with the users and stakeholders to come up with and develop good ideas. These ideas can then be put into a vigorous process of iteration and implementation. Can library activists be benefited by the same method? And how might we help them to construct such an workshop experience with library users? These become the new questions I would like answer.

Before diving deep into the research, I would like to point out my expectations on the project first.

**MY EXPECTATIONS**

**Design for people, design with people**
This is my very last shot to initiate a design project as a master student at UID, I’d like to design interactions in a context where people are involved and inspired during the process. I want to have a deeper understanding on having people participating in as a key takeaway.

**Making it feasible enough to create impact**
Working on design projects from researching, synthesizing, ideating, prototyping to implementation, I feel satisfied whenever the concepts are not put into use and evolve to fit user needs. I’d like to see my concepts being able to iterate with measurable results.

**Keeping it manageable yet scalable**
As an individual project, I’d like to be pragmatic for the limited time and resources. At the same time I would like to plan for a scalable framework which gives the project an ability to grow, even into a kickstarter project.

**Simplicity as a virtue**
Keep a faith when doing divergent and convergent design thinking. Antoine de Saint-Exupéry said: “Perfection is achieved not when there is nothing left to add, but when there is nothing left to take away.” I believe in simplicity and when it comes to perfecting a design, it is a measuring sticks that I will always bring.
Method

Path to the final design

PRELIMINARY RESEARCH

ANALYZE

OPPORTUNITIES

UTILIZE

ACTION RESEARCH

REFLECT

PRINCIPLES

TEST

IDEAS + CONCEPTS

ITERATE

FINAL DESIGN

PROTOTYPE
PRELIMINARY RESEARCH

My initial research consisted of both “Looking In” and “Looking Out”. “Looking In” aims to identify problems and design opportunities. By doing ethnographic research like observation, shadowing and interviews in the field, pain points, wishes and needs of the user could be collected for further analysis. “Looking out” focuses on inspirations and knowledge spotted in related and larger domains such as library system, world-class library, creative learning, museums and art.
Observing 4 Libraries in Umeå

ART CAMPUS LIBRARY

UMEÅ CITY LIBRARY

MEDICAL LIBRARY

UMEÅ UNIVERSITY LIBRARY

Focusing on activities, environments, interactions, objects, users
Interview with 3 librarians and 1 scholar, 6 Contextual Inquiries, 1 day of Shadowing

“The most challenging part is to inform what you offer to the users.”

“I feel good when I look up something rare for them on time.”

“Librarian keen on correctness, but you can never be perfect.”

Focusing on people’s challenges, wishes, and needs.
A brief structure of an affinity diagram used to make sense from research data.
MORE INSIGHTS

• Library becomes part of the city’s identity.

• People going to library not only borrow a book, but also come for an experience. Such as silent, comfy study, group work, inspired by the visible information.

• Library has enough resources and support to develop, and is willing to pursue for changes, but worrying on making mistakes and take on changes very slowly.

• Library is becoming more and more competitive through innovations.

• Library innovate by observing others, making decisions within long and frequent meetings, gathering users feedback by one way surveying.

• What library staff offering doesn’t match with what patrons expecting.

• Library staff have various opinions on the development. They are of different age group and background.

• The library professions is redefining their role.

• Library is handling various type of information which is difficult to process and align.

• Library website is the main portal of most operations.

• Soft information is not count into the measurement of success of a library.

• New services and search information are not well-communicated.
1. **Visualising virtual data in physical space.**
The connection between physical and digital resources is solely depending on the library website nowadays. Users go to a library have to get onto a computer interface in order to find what they want. Could the interaction become seamless so that people can make the most out of their presence in the library.

2. **Service driven by friends of library**
All service provided in a library has been operated by professionals and authorities. When most of the people believe that library is a cultural identity of a place, what if the community can get a chance to define and operate the service they want?

3. **A way to cultivate and capture the creativity.**
Library has long been a breeding ground of knowledge. If creativity is as important as literacy in our age, how can library become an institute that encourage and treasure the creativity of it’s staff and users?

The picture below illustrated a typical way of innovation happened in a library. It is mainly driven by a library staff, through a rigid process of meetings and decision makings. Most of the effort is spent on avoiding the wrong move instead of exploring the root of problems and new opportunities. Creativity in the library service is unlikely to grow in this way.

The idea of transforming the way to innovate better library service excites me a lot. It means I can explore the values of creative process I have learnt in a design school, in a brand new context. Therefore I choose to change my focus and dig deeper in this direction.
SO WHAT EXACTLY IS CO-CREATION WORKSHOP?

Many people and organisations has tried to define co-creation, in order to maximise the value when they involve users in the innovation process. Sometimes co-creation is a concept merge with crowd-sourcing and participatory design. It takes various form to connect people and have them building ideas on top of each other. I found that most of the literature on co-creation often fails to point clear and critical aspects, which make discussions on its on-going development and benefits become difficult. In this project, I hope to frame co-creation as a flexible tool to facilitates collaborative development for an organisation like the university library. It should be empowering, creative and collaborative. It is also a highly adaptive framework for organisations to incorporate in their service development.

Workshop, on the other hand, is a staged experience for a group of people to interact with each other within a particular time frame and space. It is a designed experience to build relationship, propagate knowledge and capture thoughts.

I choose further investigate on co-creation workshop as it is an exciting design area which mostly involved human to human interactions that impact greatly on the evolution of library service.
Co-creation workshop is not and should not be the only method for innovation. Besides looking into how co-creation will benefit the innovation process, it is also important to be aware of what co-creation cannot do.

The diagram on the right illustrates how I tried to compare and outline the limitations of different methods of problem-solving with co-creation workshop.

<table>
<thead>
<tr>
<th>Method Of Problem Solving</th>
<th>Duration</th>
<th>Number Of Participant</th>
<th>Way Of Communication</th>
<th>Productivity</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Creation Workshop</td>
<td>continuous, short</td>
<td>2 or more</td>
<td>intercommunicate</td>
<td>flexible</td>
<td>relationship, collaboration, creativity</td>
</tr>
<tr>
<td>Crowd Sourcing</td>
<td>flexible</td>
<td>unlimited</td>
<td>one way</td>
<td>high</td>
<td>quantity of ideas</td>
</tr>
<tr>
<td>Meeting</td>
<td>continuous, short</td>
<td>2 or more</td>
<td>one way</td>
<td>low</td>
<td>message, information, decision,</td>
</tr>
<tr>
<td>Individual Creation</td>
<td>flexible, long</td>
<td>1</td>
<td>limited</td>
<td>low</td>
<td>quality</td>
</tr>
</tbody>
</table>
Action research = Action + Research. Action research is an interactive inquiry process of actively participating in an organization change situation whilst conducting research. Performing action research is an empirical process just like performing an experiment.

I made an assumption that a co-creation workshop will lead to better problem solving and decision making in a library. But how will library staff react to the way we work? What do they need in order to master this kind of experience? No one has ever done any creative workshop with my collaborator before and no one ever thought of doing one.

I decided to take on the challenge and look into the situation in order to have a clear framework for design. To exploit the nature of a student project, I have immersed myself in a journey of learning through mistake making. And later on I found out that I was performing an action research which is a reflective process on

1. The pain points and optimal moments in the process
2. The action I have taken
3. The impact of workshop and it's outcome
4. What could be improved
PROJECT LIME

PROJECT LIME is a workshop series designed to innovate around “How might we inspire the library users in the future?” For the Umeå University Library. Its underlying agenda is to investigate the elements needed in setting up a co-creation workshop experience.

The workshops composed of three half day workshops with different exercises that generate discussion and creation among library staff and users.

PROJECT LIME Poster
BELOW: PROJECT LIME Facebook Event
The theme of PROJECT LIME is about making library a more inspiring space for the users. Initially the three-day workshop is planned to complete a basic structure of design thinking process — from discover, ideate to prototyping and testing. Through observing the reaction of participants, a broader range of activities of different level of creation which targeted on different goals could be reflected afterwards.

However, the recruitment of participants we are heading towards the Easter holidays. No Library staff and users cannot attend and complete all of the workshops. I am not able to progressively go through the innovation process with the same group of people. Changes were made to make the workshops work independently. It adapts the number of participants and resources available, but the framework remained the same.
**Inspiring or not?**

The first workshop focused on discussions around what inspiration is in the Library.

Artistic expression of Inspirational keywords were put onto double sided signages. Followed by a photo journal exercise in the library public spaces, we identified inspiration areas in the library, which is actually different for each person.

By having a chance to meet and discuss, we could understand more about different user perspectives towards the current situation. Looking at the familiar environment through a new lens is a way to inspire us and come up with a better service in the future.

**How might we envision a new information landscape?**

We broadened our thinking by building a LEGO city with distinct responsibility and focus, then imagine how the information could be constructed for the library user in the future.

Besides the beautiful sculptures which illustrated our concepts, we also came up with key principles that we should bear in mind when designing for the knowledge seekers.

**How might we serve users better with new devices?**

People coming to the library have feelings and specific needs just like anyone of us. Before we know which future technology or objects will be put into our service, is it possible to forecast the interactions and feelings of different users?

By giving each participant a strong character to play with, we narrate a story which is rich in details. We then can base on that experience to explore and evaluate the benefits of having new technology in the system.
<table>
<thead>
<tr>
<th>Pain points</th>
<th>Tools Used</th>
<th>Key Insights</th>
<th>Room for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>Branding Posters, Leafleting, Gmail + gcal + facebook event+ face-to-face Scheduling, Redefine goals and restructure tasks</td>
<td>Recruit the right people at the right moment</td>
<td>Too much to ask for, Collisions with Easter Holidays, Short time of notice, Weak networking, Communication not clear, Unattractive Incentives</td>
</tr>
<tr>
<td>Setting up</td>
<td>Lots of case references, Replicable framework to define tasks, Think of stimulations in all senses, Simplify tasks, Sketches, visualization</td>
<td>Design all dimensions of experience</td>
<td>Unified layout, Lots of decision making, Lack of understanding about participants, Lack of labour</td>
</tr>
<tr>
<td>Keep your wits about you</td>
<td>Notes in different format (checklists, drawings, cue cards, written notes), Smart phone timer, Prepared slides show, Signed agreement</td>
<td>Remember the essences and be agile</td>
<td>Heavy workload, Changing mind, New informations</td>
</tr>
<tr>
<td>Low energy</td>
<td>Physical movements, Ground tasks with clear instructions and target, Short activities, Reinforcement of signed agreement, Passion &amp; Charisma, Fika</td>
<td>Be ready to adapt and keep good timing</td>
<td>Morning yawn, Confusion, Lose of focus, Disagreement</td>
</tr>
<tr>
<td>Pain points</td>
<td>Tools Used</td>
<td>Key Insights</td>
<td>Room for Improvement</td>
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<tr>
<td>---------------------</td>
<td>----------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------------</td>
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<tr>
<td>Wrong timing</td>
<td>Smartphone timer</td>
<td>Flexible plan to stretch the tasks is needed</td>
<td>Lack of experience</td>
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<tr>
<td></td>
<td>Shuffle cards with planned time</td>
<td></td>
<td>Changes on the spot</td>
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<tr>
<td></td>
<td>Fika break</td>
<td></td>
<td>Times are difficult</td>
</tr>
<tr>
<td>Simultaneous changes</td>
<td>Backup Plans</td>
<td>Be ready to cope with changes is essential</td>
<td>Speed of light</td>
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<tr>
<td></td>
<td>Gut feelings</td>
<td></td>
<td>decision making</td>
</tr>
<tr>
<td></td>
<td>Consult participants</td>
<td></td>
<td>Lack of experience</td>
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<tr>
<td></td>
<td>Reduce unnecessary stress by slower pace</td>
<td></td>
<td>Unexpected</td>
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<td></td>
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<td></td>
<td>group dynamics</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Feedback form</td>
<td>Documenting the experience differently</td>
<td>People trying to be nice</td>
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<tr>
<td></td>
<td>Debriefing on the spot</td>
<td></td>
<td>Tools are blunt</td>
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<tr>
<td></td>
<td>Visual Documentation</td>
<td></td>
<td>How to</td>
</tr>
<tr>
<td>Sharing the experience</td>
<td>Visible output from each workshops</td>
<td>Value of ideas and experience will be leveraged by good communication and measurable result</td>
<td>As awareness and interests grow, more structured way to present work is needed</td>
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<tr>
<td></td>
<td>Word of mouth</td>
<td></td>
<td>Decision makers want to look into details</td>
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<td></td>
<td>Blogging</td>
<td></td>
<td>The effort people put together should not be wasted</td>
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<tr>
<td></td>
<td>Update events online</td>
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<td></td>
<td>Simple exhibition setup at the workplace</td>
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USER JOURNEY

* for a detailed experience map, see appendix (a)

Library Activists

Problem
A Need to Co-create

Learning the How-to

Planning & Preparation

Workshop Experience

Library Lovers

Observer

Sharing

Ideas

New questions

Planner
Coordinator
Presenter
Observer
Editor
Changing of role in different stage of action.
There is a shift of focus when accomplishing a successful workshop. Before applying the creative workshop method, one has to learn and plan ahead. A hands-on approach to start with examples and structure tool is needed. On top of planning, coordination work such as scheduling and recruitment has to be done before a workshop starts. During the workshop, a presenter needs to lead activities by clear and charismatic communication. Everyone in the workshop learn and collaborate as a group through observation and active participation. After a workshop, the ideas and concepts come out has to be edited into a presentable format so that they can propagate and inform further development. Although I carried out all these responsibilities on my own during the action research, there actually should be tasks divided for different person who best fit the role.

A bond between people who care
The workshop experience is the key moment of the whole journey. It involves not only the people organizing the workshop, but also people who jumped onboard to the creative experience. It has to be an immersive and engaging experience onwards so that more people would be inspired and contribute to the further development. In the case of the library, a stronger bond between group of users and staff is definitely a core foundation of the success.
Based on my reflection of action research, I boiled down the knowledge into recipes of making a successful workshop. And they will be come the backbone of content in the design.

1. Ask the right question
A successful workshop starts with a good question. Instead of simply asking “What do you want?”, we need to develop a better understanding of the problem we need to solve. We need to ask questions that arouse people’s interest and direct the workshop towards fruitful results. The simple process of asking “why” questions can be used to expand the landscape of solutions for a problem. Considering the background and experience of participants, we can also do some reverse engineering to come up with questions that motivate them to share their thoughts.

2. Find the right people
Depending on the goal of a workshop, a good mix of participants such as users, designers and developers, decision makers would be invited. This will ensure a problem can be analyzed and tackled from different angles. Planner starts by asking yourself “Who has relevant stories to share?”, “Whose voices need to get heard?”, “Who can learn from each other by sharing a creative experience?” for the workshop. Coordinator should recruit by giving suitable incentives to the potential participants. It could be some money, a gift, or any form of takeaway from the workshop. From my experience prototyping, the best incentive is always a sound and clear reason why people are invited and what value they will be creating in the workshop. It is an extremely challenging task to form a dream team, and situation changes every moment. Enough time for notice, sincerity and patience are the keys to success.

3. Set the stage
Space and environment impact how people behave. To optimize the creativity and collaboration within participants in a workshop, we should transform the usual workplace into a space that we can work creatively. Taking the birthplaces of the best ideas in the world such as garages, tree houses and coffee shops as inspirations, we can easily find elements and tools which make people engage and feel comfortable to create. The library itself is actually the best stage for creative experiments. Consider stimulations to all senses. Keep in mind that we are aiming at giving participants a flexible ground to work with each other, without worrying about failure.

4. Keep to time
Stick to the schedule as much as possible. It’s not about having brutal military timing, it is about controlling the pace and achieving the workshop goal with the right amount of investment. Participants are commit to complete the tasks in a certain time, we should respect that. A good workshop presenter should give individual enough time to prepare for
collaboration, and bravely cut in when people already have enough on their plates. Just remember to leave enough buffering time if you are new to planning a creative workshop. The more experienced we get, the more accurate our schedule will be.

5. Be ready to adapt
Every group has a different dynamics. Even if we planned well ahead, we have to be agile and feel free to change our plan during a workshop. One trick is to roll out the most important (and usually most energy consuming) activity when the group is at its highest energy level. It’s okay to rearrange the planned activities to go with the flow. And always have enough backup plan to fulfill immediate needs.

6. Share ownership
Every participant contributed to the creation is given equal authority in the workshop. This way of working motivate them to value the long-term existence and viability of the concepts produced. After they invest significant time and effort in the process, they deserve to know about how their concepts are carried on to impact the problem area.

7. Reflect and carry on
This is the stage where we turn workshop experience to valuable insights and actionable plans. We need to look back the pieces of memory from the workshops and find out whether the goal has been achieved and if there is any precious moment which leads us to a new path. Editing all the materials by focusing on the stories people share and tell is one good way to present the insights. Packaging and publishing those insights to stakeholders is fundamental to the realization of concepts. If we got enough creative outcome in shape, which could be a new concept, a new opportunity, or even a new problem, we can then move on to a new innovation cycle or project development.

* Project Video at https://vimeo.com/68606315
My goal is to design a toolkit for library activists, who are inexperienced in handling a creative workshop, to start solving problem creatively using a workshop model. The final design should convey the knowledge acquired from the research, and ease the path to start creating a workshop. Potential users are particularly curious to understand how the activities is being designed for each workshop. So what should be included in such toolkit? Starting from a physical point of view, I sketched out the essential components.
Sketches of ‘What is in a LIME toolkit?’

**HOW TO POSTER**
What is this about?
When to use?
Visualization of key use cases and points to note.

**BASIC CARDS**
Framework for before and after workshop

**MAKE MY OWN**
Blank cards for tailor-made activities

**ACTION CARDS**
Warm up/ Create/ Cool Down/ Emergency
The first prototype was done on papers with sketchy framework. It is a stack of action cards, as defined before, which contains basic information to compose a workshop step by step. However, when shown to the users, the how-tos information is less important as they are more interested in knowing which one is more useful in their case. The prototype is also tested in an one-hour session with nine library staff. I worked closely with Library staff Lenita as the workshop leader, to plan out a workshop to investigate the problems faced by library staff at the information desk.

The objectives are to visualize the queries faced by library staff at the information desk and at which point will they need help in order to perform well. The workshop consists of three activities:

1. Signing off a commandments
2. Brainstorming
3. 2 x 2 mapping
Here are some interesting findings from observing and assisting the workshop carried out by Lenita:

- With the action cards aside as reference, she preferred to write agenda and script on her desktop computer and print handouts.

- It is very challenging to perform the various roles by one single person. A workshop planner would prefer working in team to focus on different responsibilities.

- People joining the workshop is more likely to become an activist for creative problem solving.
One hour workshop with 9 library staff.
DESIGN PRINCIPLES

In the process of iterating the paper prototype of LIME toolkit, I realize that a tangible physical kit provide a solid volume for beginner to start with. Nevertheless, a digital platform enhances people’s abilities in operation and collaboration of a workshop. The heart of the concept is about removing obstacles and capturing the values towards creativity.

Getting onboard, propagation of the method
Before people even consider incorporating creative workshops in their work, they have to learn about the basics and evoke an interest in creative problem solving. The toolkit should provide an distributive pack of knowledge, penetrating into potential audience. A tangible, movable piece would help building up the confidence of first time user. Users don’t have to know everything before they start a workshop, they need to be confident enough to roll out one and learn from their experience.

Building up, a collaborative learning
Beginners adopt existing workshop tools when experienced users create their own tools. As different people experienced the creative process, they gain new knowledge and customize tools which better fit their needs. There should be a platform to collect and build up the knowledge, thus enhancing the learning experience of users. Digital form of information sharing powers up the accumulation of knowledge in this sense.

Doing well, successful operation of a workshop
Smooth co-ordination and goal-driven activities are essential for an engaging workshop experience. Workshop organizers need a highly flexible tool to guide them through the making of a successful workshop. On the other hand, workshop participants observe and reflect on their contributions continuously in the creation process, which is difficult to be captured by the others. How might we carry and channel important information such as emotions, interactions, time and insights within each step of workshop? This is an interesting opportunity in the toolkit design.

Moving on, from outcomes to values
Clear and presentable outcomes maximize the value of the effort invested in a creative workshop. A good workshop toolkit should help turning a workshop experience into presentable materials with high resolution. It triggers further development and even realization of potential concepts by a easy-to-use publishing platform.
BRANDING

To give the final design a strong visual identity for consistent communications, I decided to further develop the LIME concept from action research. Back then PROJECT LIME was just a working title. It was a random thought using an abstract word started with “L” to give the workshop a fresh, juicy look. The idea is rough but as the workshops built up, the association between creative experience and the LIME image has grown stronger. People start to like the room of imagination brought by such an abstract identity. I am happy to refine it for the final design without much struggling.
Physical LIME toolkit provides a portable set of action cards — knowledge cards for planning a simple workshop. They allow users to learn and combine activities to form a workshop with clear goals.

The front of an action card contains catchy overview and clear objective of an activity.

The back of an action card shows more details on step by step guide and points to note. It also provides link to the digital platform.
User can customize their own activity using the fill-in-the-blanks template of an action card. It helps users improvise their new thoughts easily and learn to construct activity as they sketch.
Digital platform to grow successful creative workshops. It bridges the workshop experience of users with curated knowledgebase, provide handy tools to facilitate a workshop and optimize the value of the workshop outcomes.
LEARNING
LIMEBRARY

This is a knowledge base for library activist learn how to make quality workshop.

First time user can read about others’ experience before they start.

This knowledge can also grow and become more rich.

PREPARING & PLANNING
WORKSHOP WIZARD

A good start of define clear goal and basic setup.
PREPARING & PLANNING

ACTION CARDS

These action cards are templates to choose and combine, for designing activities in the workshop.

Each action card has a clear objective, tips and step-by-step guides, as well as duration and energy consumption.

Simulating the physical card experience, the back of the digital action card reveals layer of information about an activity.

Users can also modify according to their needs, and save to their workshop plan.
COORDINATING WORKSHOP PREVIEW

Library activist can review their workshop plan and refine.

Potential participants can also have an overview of what the workshop is about.

This can also be used as a communication materials to invite participants.

PRESENTING CUE CARDS

During the workshop, the planned action cards transform into cue cards to assist the presenter.

Important information such as timing and scripts are highlighted.
SHARING WORKSHOP LOG

During the workshop, everyone can share and document their thinkings and moments of their experience.

This log can also be presented on a screen beside the presenter as an additional information hub, with instant updates.
EDITING & SHARING

HIGHLIGHTS & INSIGHTS

The ultimate products of a workshop is usually valuable insights.

This is an editorial page, showcasing highlights from the workshop log.

The goal is to conclude the workshop outcomes, and share back to the stakeholders.

SHARING & LEARNING

REAL-WORLD EXAMPLES

Users started their workshop can share their experience and curate examples for each activities. For those who are curious to learn from other use cases, there will be a great pool of knowledge on how an activity on card is adapt to different use cases.
How could the valuable ideas be realized in the future?

This stage provides the channel to continue the development, whether it is a solution or a new question, the journey of change making will continue.
I have learnt to practice interaction design by understanding people and work with people. Workshop is one of the most valuable and commonly used model to catalyst our creativity. It is based on skills we think we have — talking and gaming — and it is seldom thoroughly taught or reflected on.

As a design student we tried to ‘wing it’ like a mini project rather than develop proper skills and experience. However, if we do it properly we may foster much better ideas and opportunities to make innovation happens. In this project, I aims to develop a framework for making creative workshop happens in the library workplace.

Workplace is a setup where we used to have least tolerance of failure and constantly being assessed. But for a profession that impacted tremendously by technology and striving for survival like librarianship, there is actually a strong need for changes driven by creativity. During my internship in Google, I saw how challenging it is for a company to pursue breakthrough innovations. The way people come together and create is also a delicate experience has to be designed.

This project is seeded with my childhood memory of reading and learning joyfully in a library. Although the result is not what I expected at the beginning, I am glad with the decisions made throughout the process. I found surprises and altered the path from research to finalizing a comprehensive story. I have learnt a lot from the people I met. The workshop experiences I have designed in the action research is a strong foundation for my final concept. As I mentioned earlier, it has been the most valuable journey of mistake making. I gained experience and confidence to run a co-creation workshop on the way. And I hope that with my design, library activists and even people interested in creating can do the same.
One question I frequently ask myself is “What would I design for after my graduation?” I have spent three years studying at a place eight thousand kilometers away from home. I seek for mind-blowing experience that free myself from designing what others told me to design. The thesis project provide me a chance to initiate, manage and design something that I truly believe in. At this point, I am proud to show and tell, I design for leveraging creativity outside the school.

At the end, I would like to offer my special thanks to the follow people for their great help:

Kent Lindberg
Lenita Brodin Berggren
Meng Meng
Niklas Andersson
And all participants in the LIME workshops


Appendix

a. LIME Experience Map
b. LIME Physical Action cards
c. LIME Introduction Poster
d. Links to the project video: https://vimeo.com/68606315
e. Links to the project website: http://www.limeworkshop.com
f. Links to other references: http://www.scoop.it/t/project-lime
LIME WORKSHOP
EXPERIENCE MAP

PRINCIPLES
ASK THE RIGHT QUESTIONS — FIND THE RIGHT PEOPLE — SET THE STAGE
BE READY TO ADAPT — KEEP TO TIME — SHARE OWNERSHIP
REFLECT AND CARRY ON

STAGES OF EXPERIENCE

BEFORE WORKSHOP

CONSENSUSES TO MAKE
PROBLEMS TO INVESTIGATE

DURING WORKSHOP

JOIN
LIBRARY LOVERS

AFTER WORKSHOP

HELP TO

REPEAT WHEN NEEDED

PROBLEMS TO INVESTIGATE

CHANGES OF ROLE

STEP 1. LEARN
LIMEBRARY
Collaborative knowledge-base to get user onboard

STEP 2. PLAN
WIZARD
Step by step planner and gadgets to help user build a good experience

STEP 3. FACILITATE
LOG
Real-time documentation and instant feedback

STEP 4. SHARE
HIGHLIGHTS
Create impacts and values with presentable outcomes

OPPORTUNITIES
**Introducing Me**

This activity is useful for ice breaking at the start, engage and put all participants on a fair ground regardless of their background.

**WARM UP**

**ACTION CARDS**

**HOW TO DO IT**

1. Participants take turns to stand and introduce themselves with an interesting fact that is seldom known by the others.

2. The workshop presenter can start first and encourage audiences to show admiration by applause and cheering.

3. After the self-introduction and applause, the participant continues the exercise by appointing the next person to stand.

**HOW TO DO IT WELL**

Switch theme when the group has difficulties in coming up with new words.

Level up the difficulties of the topic if the group is very responsive.

Keep the exercises simple to avoid burning out of energy.
This activity is useful for aligning the expectations of all participants and agree on a code of conduct during workshop.

**WARM UP**

**ACTION CARDS**

**Yes I Do**

**HOW TO DO IT**

1. Ask the participants for criteria that make the workshop meaningful and enjoyable (core values of the workshop).
2. Write down or illustrate the keywords of their ideas clearly on a blank canvas.
3. Ask the participants what everyone should do in order to achieve each criterion.
4. Drop down the dos around each criterion.
5. Summarize the key points to avoid misunderstanding and point out the importance to respect the rules set up.
6. Ask participants to sign and agree on behaving like discussed, put the signed canvas up as a backdrop for the workshop.

**HOW TO DO IT WELL**

For short session, key criteria can be setup beforehand and allow participants to add or modify according to their needs.

Canvas in interesting form like commandments stone or celebrity signing wall will help ease the pressure of having agreement.
Stretching 123

This activity is useful for increasing the flexibility and coordination of both mind and body for a creative session. It can also relieve the stress and tension.

WARM UP

HOW TO DO IT

1. Clear a space for everyone to stand in a circle. The host stands in the middle and lead every to do simple exercise like march on spot or shoulder roll.

2. Everyone keep a knee-bending and downward post like a compressed spring. Then take turns in doing vertical jump like an extended spring.

3. The host then choose an easy topic to brainstorm vocabularies such as colours, surnames or book titles.

4. With each vertical jump, a person has to say a new word under the chosen topic.

HOW TO DO IT WELL

Switch theme when the group has difficulties in coming up with new words.

Level up the difficulties of the topic if the group is very responsive.

Keep the exercises simple to avoid burning out of energy.
How to do it well

Step by Step

Tips & Tricks

Scan & upload to LIMEBRARY
LIME Squeeze

This activity is useful for generating large number of ideas in a short time. It boosts creativity by focus subject and productive thinking.

How to do it well
Keep to the time and wind up when participants are run out of ideas or energy levels are dropping.

Tell people to focus on sketchy ideas instead of well-developed ideas, the preferred outcome is wide range of ideas, not the best idea.

People of different background can have a different colour of sticky notes so that the different perspectives is colour coded.

How to do it
1. Prepare large canvases, each with an issue needed to be investigated or resolved written in the middle.

2. Give each participant who sits around a table a marker and stack of sticky notes.

3. In groups or individual, participants should focus on one issue and come up with 3 ideas in 5 minutes. Every idea is written or sketch briefly on a sticky note and placed around the issue on a canvas.

4. Pass the canvas to the next group or person, repeat the idea generating process until all issues have been thought through around the table.

5. Put up all canvases up and review.
Think Opposite

How to do it well

If there are new ideas on the opposite thinking process, new positive thoughts could be added after.

Depend on which side is more relevant to the issue, the activity could start with generating negative thoughts as well.
**2x2 Matrix**

This activity is useful for visualizing and analyzing problems. It is used for clustering the ideas into importance categories that bring insights to a bigger picture.

**HOW TO DO IT**

1. Decide on two parameters to evaluate the issue needed to be investigated or resolved. e.g. level of satisfaction, cost, time etc.).

2. Draw a matrix with 2 axes crossing through each other on a big canvas, forming a 4 quadrants chart on a big canvas.

3. Label the two sides of each axis with a parameter in two assessment levels, e.g. satisfying/ unsatisfying, high cost/ low cost etc.

4. Based on a pool of ideas generated in previous session, introduce the matrix and chosen parameters to the participants a as an evaluation tool.

5. Let participants discuss and place ideas in the quadrants that they consider most appropriate.

6. Review on the result when all the ideas have been placed in the matrix. Discuss on the indications and trends in each quadrants and summarize insights and bring the best ideas to the next step.

**HOW TO DO IT WELL**

Try different combinations of parameters beforehand to see how the ideas could be sliced into quadrants and labeled.

This activity is done most effectively through discussions in small groups.
This activity is useful for

Objectives

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HOW TO DO IT

Step by Step

Tips & Tricks
Goodbye Postcard

**This activity is useful for** capturing a reflective feedback from the participants right after the workshop.

**ACTION CARDS**

I want to let you know that I feel the workshop is quite

I like the part where we created characters and stories

most because we can really use

Characters and build on their narrative.

I would propose that you consider

COOL DOWN

**HOW TO DO IT**

1. Prepare and give each participant a blank postcard for feedback at the end of workshop.
2. Ask them to write a postcard to the organizers of the workshop.
3. They could sketch on one side the most memorable moment/thing throughout their workshop experience.
4. On the other side, they could fill in the blanks of a paragraph telling, they opinions on the experience they had such as the things they like, room for improvement or action plan.

**HOW TO DO IT WELL**

Be simple, direct and creative on the design of feedback postcard. You want instant and honest feedback from participants without stressing them out.

Open questions will leave space for constructive feedback whereas rating questions will help compare and evaluate a particular part of a workshop.
This activity is useful for

Objectives

COOL DOWN
Fika is a Swedish tradition in which friends, family and/or colleagues meet for coffee or tea.

Introducing a coffee break to your workshop session where everyone could set aside pressure and enjoy casual conversations. It will certainly benefit the group bonding and creative minds.

This activity is useful for boosting up energy level and fostering fruitful conversation between participants.
This activity is useful for

Objectives

Title

HOW TO DO IT
Step by Step

Scan & upload
to LIMEBRARY
LIME is a consolidation of knowledge based on a series of workshops supported by Umeå Universitetbiblioteket. It helps library activists to make strategic and effective workshops happen. It combines a physical kit with a digital mobile platform to guide users through the journey of co-creation.

MAKING A QUALITY LIME WORKSHOP

STEP 1. LEARN
Collaborative knowledge-base to provide all you need to know

STEP 2. PLAN
Step-by-step planner and gadgets to help you build a good experience

STEP 3. FACILITATE
Real-time documentation and instant feedback

STEP 4. SHARE
Create impacts and values with presentable outcomes

Together, we create better.

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