



# Insights that matter

Day 1: 25 July 2024

With: **Hong Khai Seng**  
**Lye Yen Kai**

**Studio**  
**DOJO**

Noise / Uncertainty / Patterns / Insights

Clarity / Focus



Research & Synthesis

Concept / Prototype

Design

*The Process of Design Squiggle by Damien Newman, [thedesignsquiggle.com](http://thedesignsquiggle.com)*

# Workshop Overview

**Day 1: 9:30am – 5:30pm**

Welcome & Intro

Recording Data Comprehensively

Break: ~11am

5 Criteria of Good Insights

Lunch: ~1pm

Framework: FAST

Break: ~4pm

Practice

**Day 2: 9:30am – 6pm**

Framework: MECE

Break: ~11am

Framework: Lines and Arrows

Lunch: ~1pm

Cause & Effect, Contradiction, Dilemma

Break: ~3.15pm

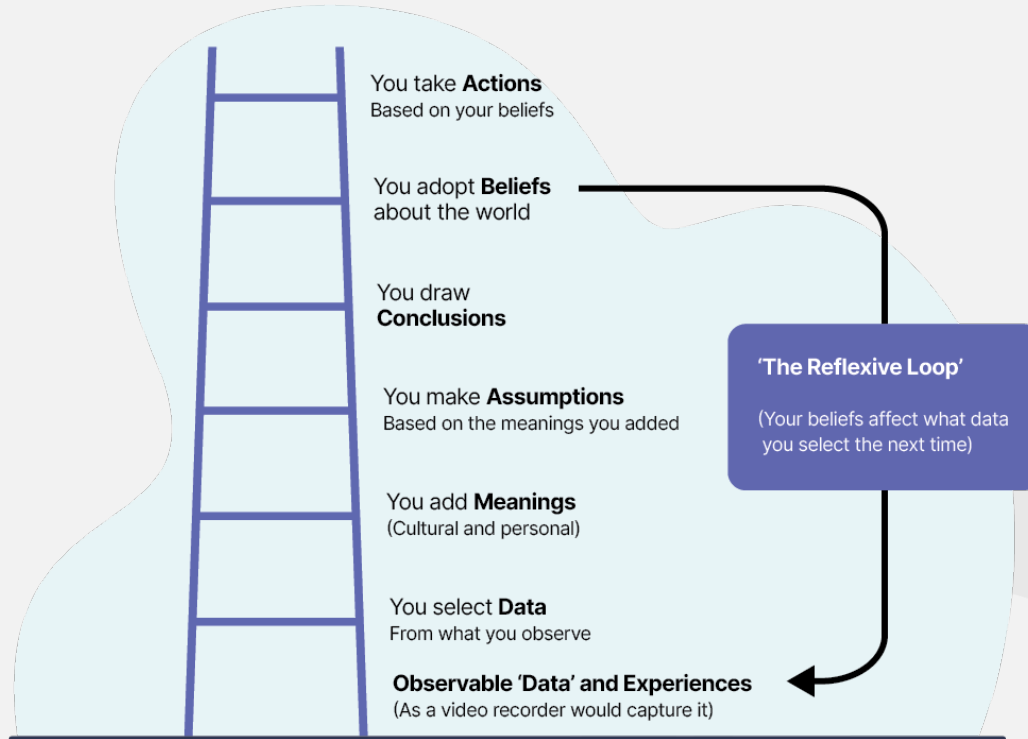
Polarity, Paradox

Closing

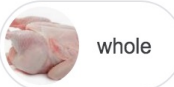
# Check-in



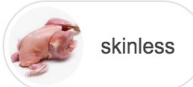
# Ladder of Inference



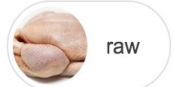
A2



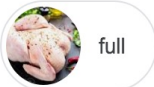
whole



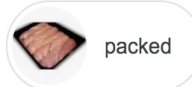
skinless



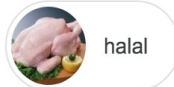
raw



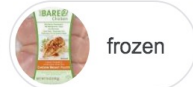
full



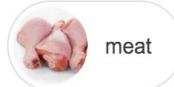
packed



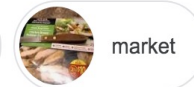
halal



frozen



meat



market



Fresh Whole Chicken With...  
indiamart.com



1300 x 742

Meat Of Fresh Chicken Shin Isolated On ...  
123rf.com



Fresh Chicken Whole - approx 1...  
newzealandfresh.sg



Fresh Chicken Meat On Wooden Board, T...  
123rf.com



Buy Fresh Chicken Delivery in Dubai ...  
qualityfood.ae



Fresh Chicken +/-1kg | Giant Singap...  
giant.sg



Fresh Chicken Wings at Rs 140 /k...  
indiamart.com



Chicken Whole Fryer, Fresh, 2.5 lb ...  
amazon.com



Whole Chicken – Bowden Farm Fresh Chicken  
bowdenfarmfreshchicken.com



BUY FRESH CHICKEN ONLINE KOCHI  
onedaycart.com





























**The fresh chicken  
was not really fresh**

# Forming Our Affinity Teams

**Why is it hard for sustainable behaviours to take root in Singapore?**

**How might creativity be unintentionally stifled in Singapore schools?**

**What influences an organisation's ability to support employee mental wellbeing?**

**Why is the local design industry unable to afford competitive salary progressions?**

# Recording Data Comprehensively

# Thick Description



A detailed account of field experiences in which the researcher notes down specific, detailed references about the patterns of cultural and social relationships.

The goal is not just to describe a situation, but also add details so that readers understand the significant and complex cultural meanings in any observable scenario.

*Clifford Geertz, The interpretation of cultures: Selected essays.*

# Thin Description

- Short and superficial
- Factual observations
- Brief outline of a situation

# Thick Description

- **Extensive and descriptive**
- **Interpretations accompany facts**
- **Includes context, feelings, intentions, strategies, motivations**

# 5 Elements for Better Descriptions

Elements	Definition	Relational Information
<i>Subject &amp; Object</i>	The object is the <b>person or thing that receives the action of the verb</b> . The subject of a sentence is the <b>person, place, thing, or idea that is doing or being</b> .	The different parties involved
<i>Adjective</i>	An adjective is a word that <b>modifies or describes an object or subject</b> .	Quality of subject or object
<i>Preposition</i>	A preposition is a word or group of words used before a noun, pronoun, or noun phrase to <b>show direction, time, place, location, spatial relationships, or to introduce an object</b> .	Relationship between parties or flow of information
<i>Verb</i>	Verbs are words that <b>show an action (sing), occurrence (develop), or state of being (exist)</b> .	Exact action being taken
<i>Adverb</i>	An adverb is a word that can <b>modify or describe a verb, adjective, another adverb, or entire sentence</b> .	Quality of the statement

A6



# Data generated from Affinity Teams

**Why is it hard for sustainable behaviours to take root in Singapore?**

**Working Area**

The sticky notes are organized into several clusters:

- Pink Notes (Top Left):**
  - Habits not ingrained from young
  - Incremental to progress
  - Unaware of the more sustainable
  - Lack of accountability options/steps to take
  - Recent habits of individual action to impact
  - Unaware of alternative culture
- Yellow Notes (Middle Left):**
  - habits are hard to internalize unless from young
  - not big part of education system
  - inefficient/no gov support for local businesses
  - fragmented society market
  - cannot see/visualise impact
  - limited social environments not helping
  - and no big incentives for sustainable behaviors
  - to practice these more
  - sustainable goods more \$\$\$
- Orange Notes (Top Right):**
  - think that the whole premise of the new culture is about to fail
  - think that the whole premise of the new culture is about to fail
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  - think that the whole premise of the new culture is about to fail
- Yellow Notes (Middle Right):**
  - think that the whole premise of the new culture is about to fail
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  - think that the whole premise of the new culture is about to fail
  - think that the whole premise of the new culture is about to fail
- Orange Notes (Bottom Right):**
  - think that the whole premise of the new culture is about to fail
  - think that the whole premise of the new culture is about to fail
  - think that the whole premise of the new culture is about to fail
  - think that the whole premise of the new culture is about to fail





# Data generated from Affinity Teams

**What influences an organisation's ability to support employee mental wellbeing?**

**Working Area**

They do not have...  
 Employees very have...  
 The way mental...  
 Employees not...  
 Leaders see...  
 ppl think...  
 some leaders...  
 I want to know...  
 ppl think...  
 The way legal...  
 we are unable...  
 know...  
 any...  
 any...  
 organisational...  
 The boss...  
 priorities...  
 ppl...  
 ppl...  
 The ability...  
 The difference...

Some employees...  
 In...  
 Some...  
 Some...  
 Some...

# Data generated from Affinity Teams

Why is the local design industry unable to afford competitive salary progressions?

**Working Area**

The sticky notes contain the following text:

- Cluster 1 (Top Left):**
  - Designers are not the market - they're in a saturated market.
  - Unarticulated value of design.
  - Local design industry has niche, but it's not to grow rapidly.
- Cluster 2 (Top Right):**
  - Client think little of "design".
  - Client was frustrated by deep-rooted "Social Contract" that an international firm would have their position in the market.
  - Client was more open to spend if it was for design of AI or came from a design team.
- Cluster 3 (Middle Left):**
  - Design is undervalued not a priority project.
  - Designers are not the market - they're in a saturated market.
  - Local design industry has niche, but it's not to grow rapidly.
- Cluster 4 (Middle Right):**
  - Client are more open to spend if it was for design of AI or came from a design team.
  - Client are more open to spend if it was for design of AI or came from a design team.
- Cluster 5 (Bottom Left):**
  - Designers are not the market - they're in a saturated market.
  - Local design industry has niche, but it's not to grow rapidly.
- Cluster 6 (Bottom Middle):**
  - Designers are not the market - they're in a saturated market.
  - Local design industry has niche, but it's not to grow rapidly.
- Cluster 7 (Bottom Right):**
  - Designers are not the market - they're in a saturated market.
  - Local design industry has niche, but it's not to grow rapidly.

# 1st Round of Clustering (by Participants)



Why is it hard for sustainable behaviours to take root in Singapore?





# 1st Round of Clustering (by Participants)

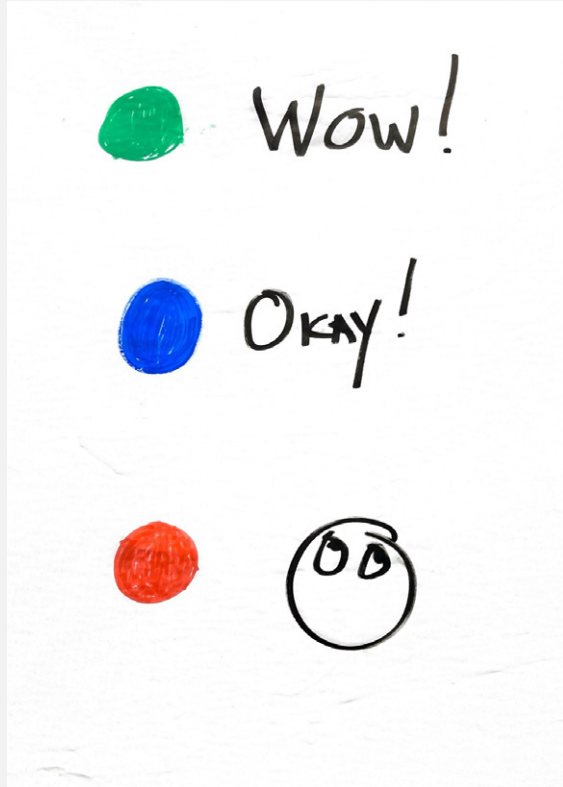
The image displays two pages of a workshop activity where participants clustered their handwritten notes and sticky notes into various categories. The categories and their associated notes are as follows:

- Working Area:**
  - Resources:** Financial, Orgs Priority.
  - INTERNAL EXPERIENCE:**
    - Superficial: likely overlooking important stuff being brought up.
    - long as not have sound processes to identify relevant information and not to be able.
    - under-developed communication skills are unable to surface relevant information.
    - understand what is needed to support the business.
    - understand what is needed to support the business.
    - understand what is needed to support the business.
  - EXTERNAL EXPERIENCE:**
    - How do you not have sound processes to identify relevant information and not to be able.
    - How do you not have sound processes to identify relevant information and not to be able.
    - How do you not have sound processes to identify relevant information and not to be able.
  - ANALYSIS:**
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
  - ANALYSIS + NO COMPETING:**
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
  - ANALYSIS + NO COMPETING:**
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
    - ANALYSIS + NO COMPETING
- Culture Mindset:**
  - Employee:**
    - Employee may have high turnover and will have an impact on retention to be put in program.
    - Employee may have high turnover and will have an impact on retention to be put in program.
    - Employee may have high turnover and will have an impact on retention to be put in program.
  - Employer:**
    - The ability of an employer to attract, retain, and develop talent is a key factor in its success.
    - The ability of an employer to attract, retain, and develop talent is a key factor in its success.
    - The ability of an employer to attract, retain, and develop talent is a key factor in its success.
  - Questions to ask/clarify:**
    - Questions to ask/clarify
    - Questions to ask/clarify
    - Questions to ask/clarify
- Orgs Priority:**
  - Orgs Priority
  - Orgs Priority
  - Orgs Priority
- Optics/Reputation:**
  - Optics/Reputation
  - Optics/Reputation
  - Optics/Reputation

What influences an organisation's ability to support employee mental wellbeing?



# Voting with Dot Stickers















# Clustering Criteria Impacts Insights You Get

How do you cluster?	Name of Clusters	What do you get?
<i>Group by similarity</i>	<i>Culture, Workplace, Recycling</i>	<b>MATCHING LABEL</b>
<i>Group by challenge faced</i>	<i>The family is the key battleground for sustainable behaviour, yet changing habits can create family tensions.</i>	<b>DESCRIPTION</b>
<i>Group by root causes</i>	<i>Advocates lack conflict management and conversational skills to resolve tense discussions at home.</i>	<b>ROOT CAUSE</b>
<i>Group by dilemma, paradox or polarity</i>	<i>Our National pledge - happiness, prosperity and progress for our nation - is reinforcing unsustainable behavior.</i>	<b>TENSION</b>



# Insights Impact HMW Challenge Statements

1. How might we improve wayfinding within attractions to maximise visitor experience?
2. How might we support vulnerable seniors in taking care of their physical and/or mental health?
3. How might we improve the wait time at airports by using children's energy to entertain fellow passengers?
4. How might we develop a new packaging solution for 25kg bags of agricultural products like wheat flour, that is more sustainable and yet cost-effective?
5. How might we optimise the recovery of low-grade heat waste (150-200 degrees Celsius) and redirect the heat to a productive use within the steel plant?
6. How might we create conditions in the workplace for better work-life harmony? (e.g. support for caregivers/working mothers, improving well-being, supporting employees' adoption of work-life practices, leadership mindset shifts)

# What Makes A Good Insight?

# Signs/Characteristics of a Good Insight ...

Category	Name	thrivethin...	insites-co...	brand ge...	hypeinno...	ideastogo	dscout	uxmatters	Frog Desi...
Inspire clear action for s	Inspires action	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Clear statement of what to do next	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Connects emotionally	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Tension - Feel the need to change something	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Targetted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Provoke	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Simple language and concept	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Speaks to audience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inspire clear action for s	Reinforces Ownership and Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Aha - Combination of su	Aha - combination of surprise and familiar	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aha - Combination of su	Calls for something familiar, implicit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aha - Combination of su	Resonance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Newness - How novel ar	Fresh	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Newness - How novel ar	Unique, something didn't already know	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Newness - How novel ar	Newness, how novel and surprising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Newness - How novel ar	Interest, does insight pose exciting revelation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Worth knowing has valu	Worth knowing, has value	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worth knowing has valu	Demonstrably true, evidence-based	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# 5 Criteria of Good Insights

## Novelty

- Surprising newness
- Unique, something not already known
- Exciting revelation
- Fresh perspective

## Twist

- Combination of familiar and surprise
- Uncovers what was hidden or implicit
- Sets up expectations and then breaks them

## Challenging

- Changes the way people view things in the past
- Identifies tensions and/or conflicts between different situations or worldviews
- Candid perspectives

## Relevant

- Knowledge and understanding has clear value to stakeholders
- Timely or enduring
- Meaningful and memorable
- Evidence-based

## Actionable

- Provokes or inspires change
- Targeted in scope
- Clear, simple language without jargon
- Reinforces ownership and commitment to the topic

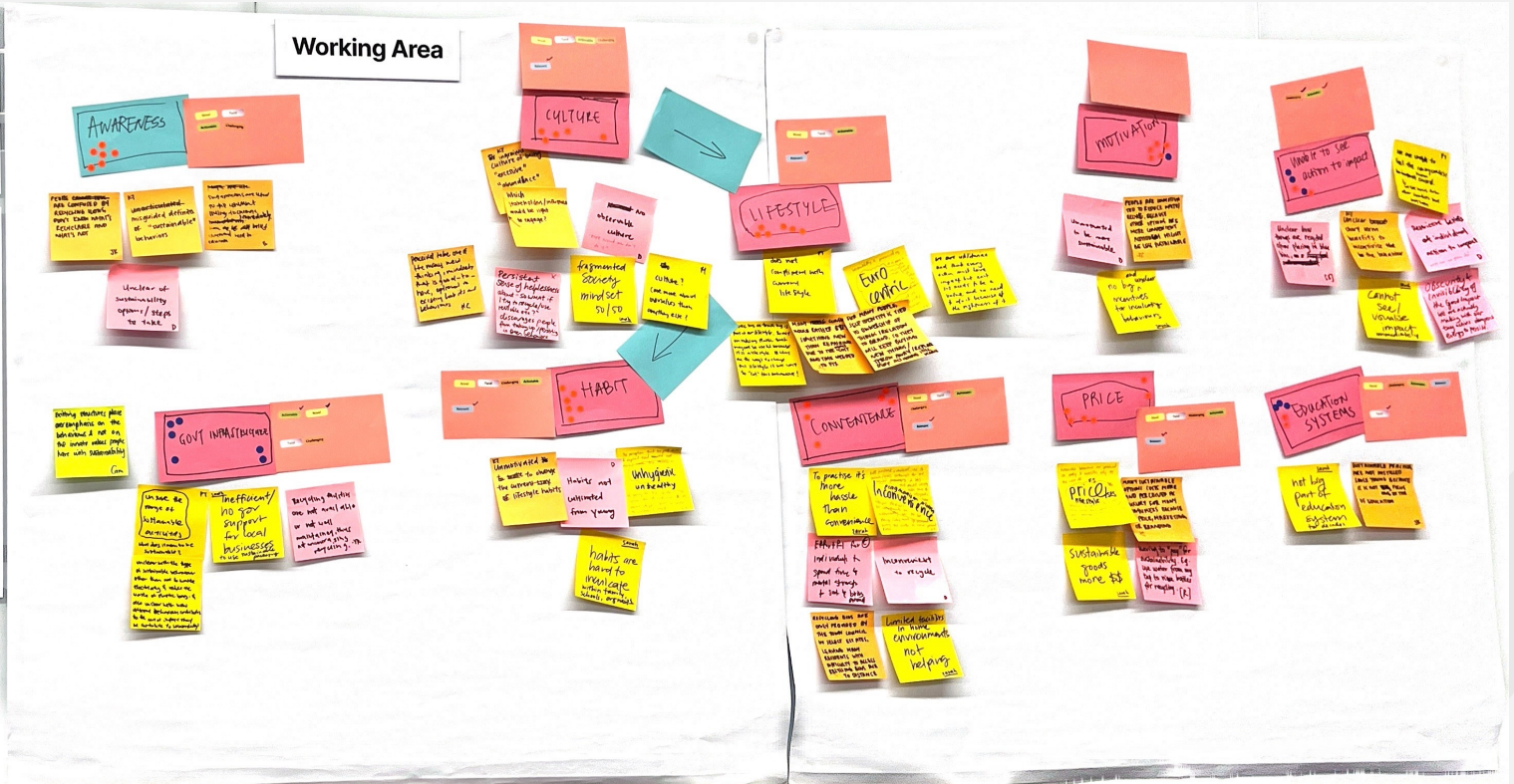


# Criteria Missing in the Insights

Why is it hard for sustainable behaviours to take root in Singapore?

## 5 Criteria Of Good Insights

- Novelty
- Twist
- Challenging
- Relevant
- Actionable





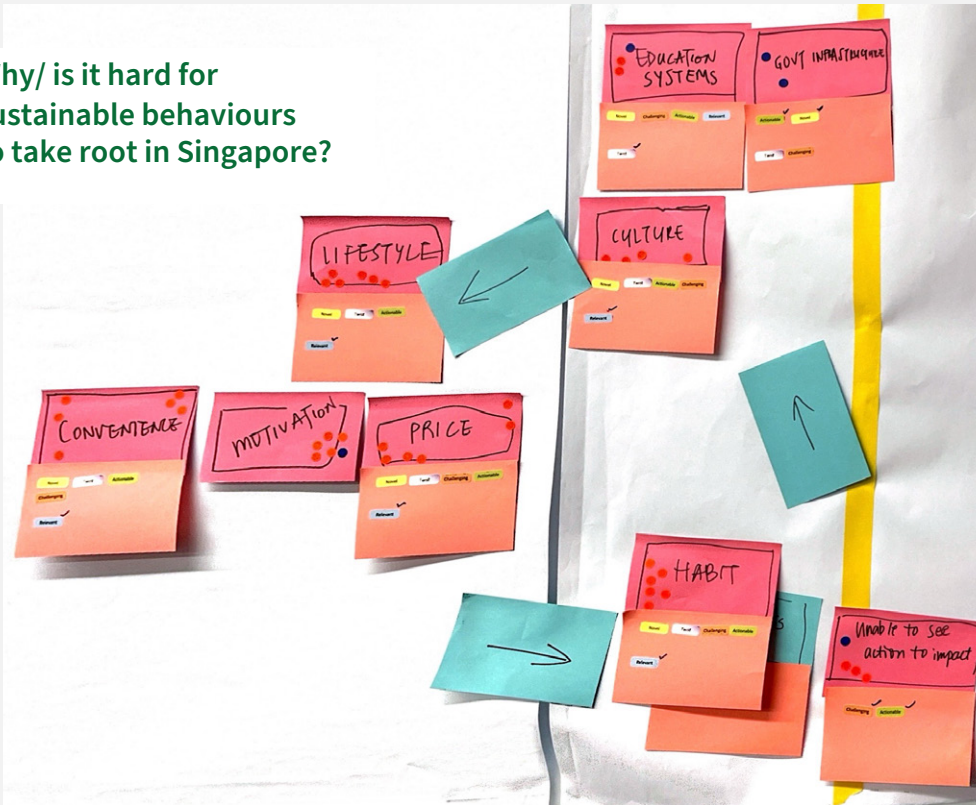






# Recap of Headers (Votes & 5 Criteria)

Why/ is it hard for sustainable behaviours to take root in Singapore?



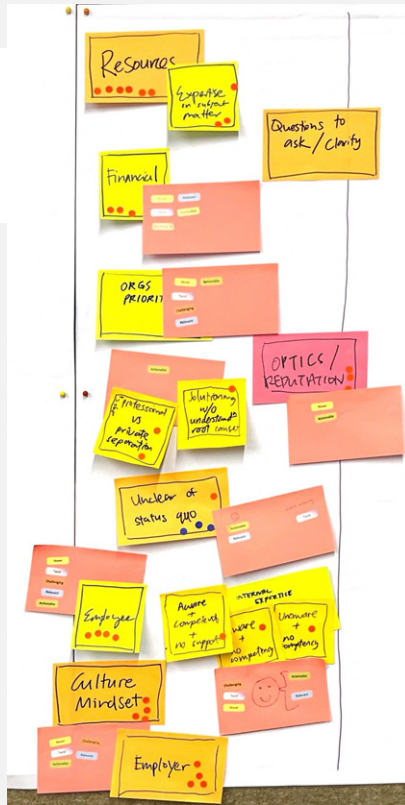
How might creativity be unintentionally stifled in Singapore schools?





# Recap of Headers (Votes & 5 Criteria)

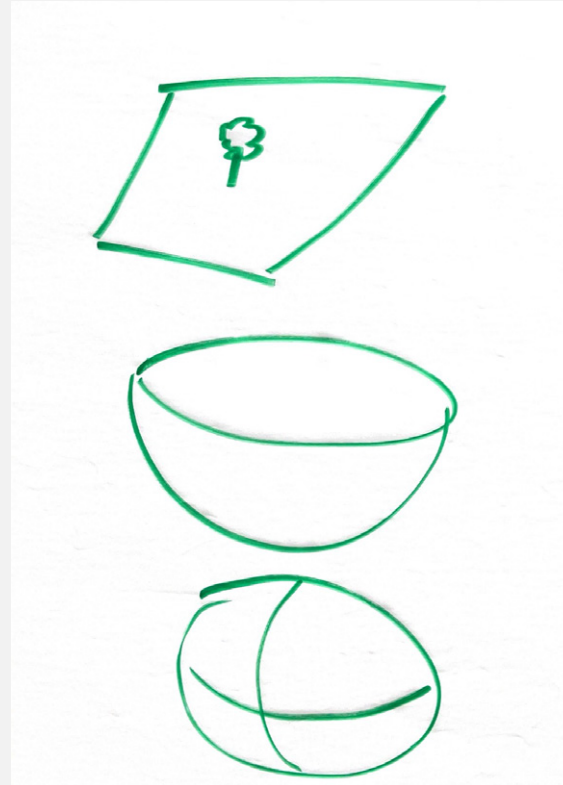
What influences an organisation's ability to support employee mental wellbeing?



Why is the local design industry unable to afford competitive salary progressions?

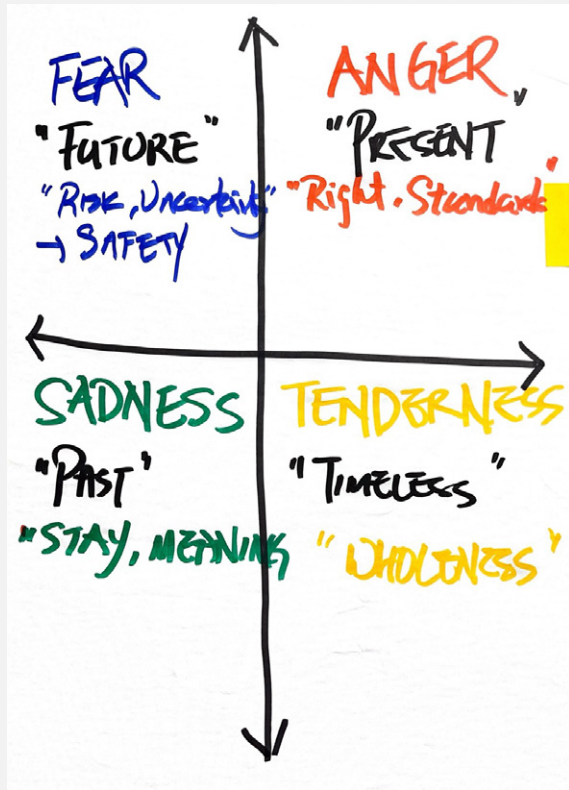


# Assimilation & Accommodation





# FAST





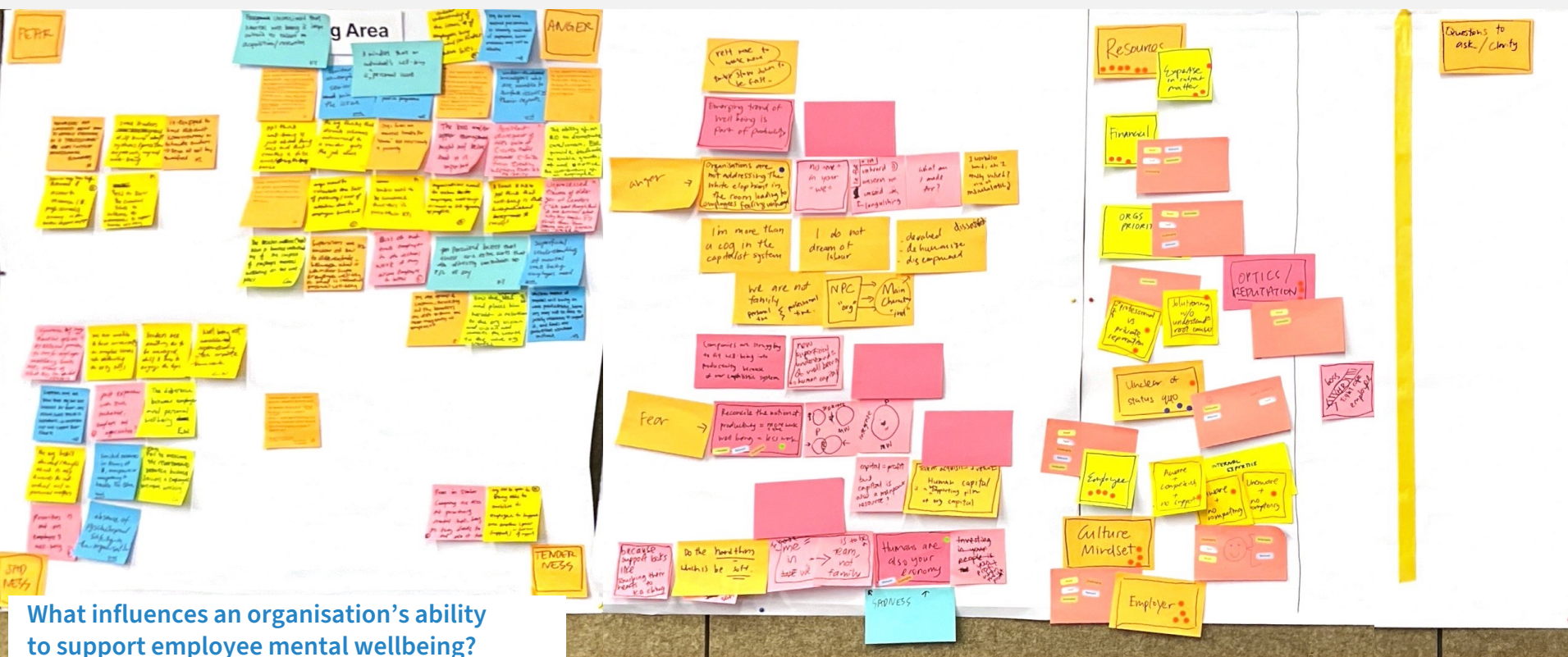
# Headers according to FAST



How might creativity be unintentionally stifled in Singapore schools?



# Headers according to FAST



What influences an organisation's ability to support employee mental wellbeing?

# Headers according to FAST



Why is the local design industry unable to afford competitive salary progressions?









# Working Areas at the end of Day 1

How might creativity be unintentionally stifled in Singapore schools?

## 5 Criteria Of Good Insights

- Novelty
- Twist
- Challenging
- Relevant
- Actionable



Continued from previous page



# Working Areas at the end of Day 1

What influences an organisation's ability to support employee mental wellbeing?

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**5 Criteria Of Good Insights**

- Novelty
- Twist
- Challenging
- Relevant
- Actionable

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# Working Areas at the end of Day 1

**Why is the local design industry unable to afford competitive salary progressions?**

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**5 Criteria Of Good Insights**

- Novelty
- Twist
- Challenging
- Relevant
- Actionable

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**TECH DESCRIPTION**

**MARKET CONDITION**

**MINDSET** SMALL MARKET SIZE IN SG

**GOVT/SOCIETY**

**CLIENT**

**WITHIN ORG**

**PERSONAL CAREER DEVELOPMENT**

**OVERALL INSIGHT**

The perception of Design in the market that limits the opportunities and roles for designers in SG. Design will be classified in a way that is not seen as a career path. If we can create the career perception the value of our design work, client loyalty, industry, clients will be willing to pay more for our work.

Leading to specific career progression & pay progression leading to a sustainable design profession.

**ANGER**

**SAD**

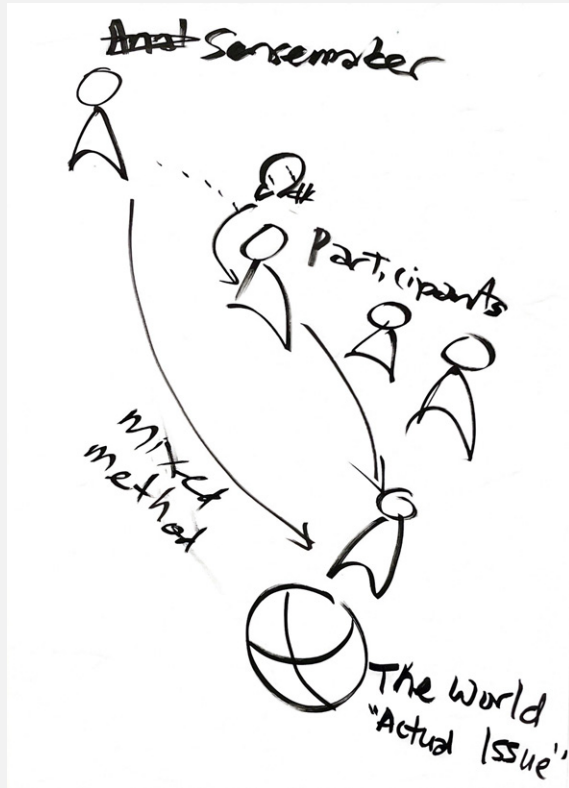
When design professionals are not valued, respected, appreciated and understood in the work place, they will not be able to do their job well.

When a company needs the existing market created past work conditions, the tech description is not relevant. Special attention in this field is not being paid - they are competing in a market and time for designers.

Continued from previous page



# Sense-making Focus



Are you trying to make sense of people's interpretations (mental models) of the world or the actual reality (phenomenon) of the world?

# Appendix: Jokes from each group

Army enut goes  
McD. Can't order  
McSpicy Upsize. Why?  
Cos he's a regular.

Mama Lizard & Papa  
Lizard go walk with  
Baby. Baby fell. What  
Pama say?  
Tsk Tsk Tsk.

How many tickles  
does it take to make  
an Octopus laugh?

TEN-tacles.

Why do mushrooms get  
invited to all the  
Parties?

Cos he's a FUN-gi.